USING PROJECT MANAGEMENT TO ALIGN EXTERNAL STAKEHOLDERS DURING EXPLORATORY WELL PERMITTING IN STATE LEASES ON THE NORTH SLOPE

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Using Project Management to Align External Stakeholders during Exploratory Well Permitting in State Leases on the North Slope

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Abstract

Natural resource extraction projects can have a polarizing effect on stakeholders. Oil and gas projects that take place on the North Slope of Alaska are no exception. Not taking the time to build long term relationships with important stakeholders, and collaborate with them, throughout the project can amplify this problem and create many more. This project was designed to research if, and if so how, alignment of external stakeholders is planned for. Past project plans were examined to extract lessons learned and best practices. A literature review was conducted to find other improvement ideas. Project management tools and techniques were gleaned and recommendations have been made on ways to align external stakeholders during the exploratory well permitting process.

Keywords

Permitting, Stakeholders, Alignment, Communication, Natural Resources, Oil and Gas, North Slope, Exploration, Alaska, Collaboration, Rural, Native, Culture, Subsistence, Project, Plan, State Agencies, State Land Use.

Acronym List

Alaska Coastal Management Plan	ACMP
Alaska Department of Fish & Game	ADF&G
Alaska Native Science and Engineering Program	ANSEP
Arctic Slope Regional Corporation	ASRC
Atlantic Richfield Company	ARCO
ConocoPhillips Alaska, Inc.	CPAI
Department of Environmental Conservation	DEC
Department of Natural Resources	DNR
Division of Oil & Gas	DO&G
Environmental Protection Agency	EPA
Inupiat History, Language, and Culture	IHLC
Master of Science in Project Management	MSPM
Minerals Management Service	MMS
National Marine Fisheries Service	NMFS
National Petroleum Reserve-Alaska	NPRA
North Slope Borough	NSB
Office of History and Archeology	OHA
State Historical Preservation Society	SHPO
Subject Matter Expert	SME
United States Fish and Wildlife Service	USFWS
University of Alaska Anchorage	UAA

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Introduction

Oil and gas are instrumental in the daily life of Alaskans; whether it is gas for your vehicle, natural gas or heating oil for heating your home, tax money provided to the state from developers or one of the many other reasons. The state of Alaska owns the majority of land that has been leased and developed by oil and gas companies. The North Slope, where most industry activity takes place, consists of a very remote landscape inhabited by a native population that primarily lives a subsistence lifestyle. The vulnerability of the native culture and environment make their protection very important. Each developer must adhere to standard protective mitigation measures that have been put in place by the state prior to gaining approval to explore the reserves on their lease. Developers should include effective communication and stakeholder management sub plans and they should be moldable allowing for change management if required to keep positive stakeholder engagement. The full plan of operations is submitted by the developer to the Department of Natural Resources (DNR) Division of Oil and Gas (DO&G) to apply for approval. An additional step, intended to further mitigate these issues, is the process of submitting the plan for external stakeholder review. If all directly impacted external stakeholders are given a chance to learn about the project scope, voice their requirements and receive feedback as they desire, they are more likely to be engaged in, or at least accepting of, the project *(Bourne, 2009, p 92)*. They are given a 30 day window to review the plan and voice any concerns they might have. However, three main areas still seem to cause the most issues during exploratory permitting; protecting the local Inupiat culture, subsistence lifestyle and providing them jobs, new North Slope developers being unfamiliar with the permitting process and developers along with the state becoming less responsive to stakeholder concerns once a plan of operations permit has been approved. The research and analysis conducted during this project provides insight into project management techniques that will best mitigate these issues potentially creating a collaborative project environment that stimulates external stakeholder engagement and alignment.

Research Method & Approach

When the concept of this project began the main goal was to try to better understand a complicated puzzle; why natural resource extraction projects so often end up being much like presidential elections with two strong campaigns fighting against each other until there is only one survivor. It seems logical that stakeholders would want to try to find some common ground and meet somewhere in the middle. External forces such as extremists on both sides can make compromise difficult which is necessary between key project stakeholders to be able to smoothly move a project from planning through to completion. For this reason it was decided to focus on the planning phase of resource extraction projects to try to create stakeholder alignment from the beginning stages of the project. Alaska's economy is heavily dependent on oil and gas and the North Slope has been producing oil and gas for over 40 years research was planned with this natural resource extraction area in mind. Early in the project planning stage when the project scope statement and charter were being drafted a stakeholder register was created listing individuals, organizations and agencies that would be approached in an attempt to get a sponsor letter and or gather information to narrow the project's scope and complete the charter. An industry SME was brought onto the project as an advisor to offer advice during project planning and their feedback was sought as project management plan documents continued to be produced.

They were a big help in the continued act of project scope refinement, the first suggestion was to select one large subset of stakeholders to focus on. Two options, internal and external stakeholders, were analyzed and the risks associated with both were discussed. During the risk review too many high risks that would be tough to mitigate came up for internal stakeholders to be selected as the primary subset to study. These were classified as the permitting and community outreach personnel employed by the oil and gas industry. While the data they possess would be extremely beneficial to the project's research there was both a high probability and high impact risk associated with obtaining confidential company information and being able to use it in the UAA project environment. External stakeholders were selected instead due to the much lower risk associated with using public knowledge as a research base. However, it did have a higher risk of having a large amount of data to sort through without finding meaningful information to complete the project. This first scope revision was accepted as a change order, added to the change log and project work continued.

As the project continued more stakeholders were identified and the first set of interviews was set up. Just before the start of those interviews another meeting took place with the industry advisor and another recommendation was made to further refine the scope to a specific type of project that oil and gas companies must undertake during the planning stage of extraction project lifecycle. Focusing research on exploratory wells was discussed, accepted as a change order and was added to the change log. It was agreed that this new scope was more appropriately scaled for a single resource to gather meaningful data and report on it, within the one year project duration. At the same meeting a discussion also took place centered on further refining the scope to only wells on either federal or state land. The decision regarding federal or state land was postponed until after the first round of interviews had been conducted with oil and gas permitting SMEs.

Shortly after receiving permission to conduct interviews and surveys from the UAA Internal Review Board, one individual stated that "Everything depends on who owns the land." This statement led to further analysis on external stakeholder issues during permitting on both state and federally owned land. Federal land had too many stakeholders, a complicated process and few accessible local resources, therefore it was concluded that researching permitting exploratory well projects on state land would have a project scope of an appropriate magnitude. During an initial interview a permitting SME recommended that the project scope should be narrowed to federal land as little data existed at that time. That was viewed as a large risk and when the SME was asked about their willingness to be a project sponsor if federal land was chosen over state land they politely but respectfully declined. After the interview a change order was completed and the project scope was further tightened to the final product, aligning external stakeholders during permitting of exploratory wells in state leases on Alaska's North Slope. Gathering NSB resident input was planned for and became a significant phase of the project. It started in the literature review but it was the main focus of the survey. The project moved forward, a sponsor was never secured, but the project management plan was finalized.

When the literature review, interviews and survey were completed it was evident that not enough data had been gathered to provide meaningful results to answer the project's thesis statement of how project management can be

used to align external stakeholders during exploratory well projects on state owned leases in Alaska's North Slope. After a project postponement the previously gathered research provided guidance as to what material to ask for in a formal request that was made to DNR to gather more materials for a more in depth literature review. This was a crucial step as the data that was provided filled in much of the missing background information that was required to produce meaningful results.

Literature Review

When initial research began on this project a number of subject matter experts (SMEs) were approached to figure out which project phase they believed aligning stakeholders to be the most critical during oil and gas projects on the North Slope. Most felt that permitting was the bottleneck where ineffective stakeholder relationships can have the greatest impact. The initial project interviews that were conducted led to further scope refinement to only stakeholder issues during the permitting process of exploratory wells on state land of Alaska's North Slope. Even so, the State DNR DO&G permitting process for exploration projects on Alaska's North Slope is no easy task. It involves researching and complying to the latest state and federal regulations, communication with the right stakeholders, completing the correct forms, going through the review process and more. If during the review process it is determined that a developer hasn't submitted sufficient information the process will be delayed until information is submitted that satisfies the request.

Finding enough information to complete this project was challenging in some ways. The amount of data that exists regarding oil and gas activity on Alaska's North Slope is vast. It took some time to sort through files and figure out which ones had relevant information. A good portion of pertinent data is held by the developers and is inaccessible to the general public. An interview with a stakeholder that used to be heavily involved with the stakeholder alignment process led to the discovery of a white paper that described many of the stakeholder alignment issues involving North Slope Borough (NSB) residents, along with their requirements. The NSB uses their Land Management Regulation Division's permitting process to ensure compliance with their requirements based on a developer's plan of operations. They include submitting formal planning documents including maps, photos, design plans and studies as appropriate. It also has higher capital costs than the $250 DNR permit application review such as a $2,000 initial fee, plus $500 per well to be drilled. In cases where the NSB Planning Commission is required to convene to review the plan an additional fee of $12,000 applies. The division not only reviews plans but it also monitors regulatory compliance and coordinates interagency cooperation *(NSB, 2015, website).*

The initial external project committee member provided the Arcadis permitting roadmap as a reference (*Arcadis, 2014).* This roadmap is in the early stages of implementation so it is too early to tell how effective it is at navigating a new developer through the permitting requirements and corresponding timeline. The research revealed that the Environmental Protection Agency (EPA) has a large role in the permitting process, even on state owned land leases, that oil and gas companies must go through before they can begin work on exploratory wells. The EPA is in charge of water and air permitting requirements. Every developer needs to access and use large amounts of water for ice roads and or use during operations. This water is typically taken from one or several of the many lakes that exist inside the NSB. All companies that extract oil and gas have air emissions that occur from fuel burning equipment or vehicles which must be taken into consideration during the permitting process.

Research was also compiled and analyzed from various oil and gas industry journals and periodicals, most of which were found through the University of Alaska Anchorage (UAA) Consortium Library. These provided necessary background information to validate the main bodies of research that was collected. Books were read to figure out best practices for creating, distributing and analyzing a survey and for getting stakeholder collaboration to occur on a project. DNR archives project plans of operation that are submitted by oil and gas companies when they apply for permits. A formal request was sent out to review these plans for the project, when copies were received they were added to the collection of data to be reviewed and analyzed to complete this research project.

Survey

It was determined that directly engaging with oil and gas permitting SMEs would be the best way to gather data on how the system works and where there might be opportunities for improvement. Initially interviews were conducted with an SME from both the DNR DO&G and private industry to get a good idea of how both sides felt regarding the process and procedures associated with it. From those initial interviews a plan was formed to create a survey to reach out to as many of the oil and gas permitting SMEs as possible from Anchorage to the NSB. The survey was designed to get an overall picture of whether or not the plan of operations review that is completed captures the majority of the stakeholder concerns that arise during that phase of exploratory well projects. When completed and analyzed the objective was to have a list of areas of stakeholder engagement that could be improved upon to strengthen stakeholder commitment to the project.

To form the survey a list of questions to gather SMEs opinions on stakeholder alignment during permitting of these projects was compiled. The following thought process was utilized when generating the questions:

*"1. **What people say they want; their attitudes.** Questions about attitudes are useful when gathering input on functionality, developing a wish list, determining scope, or developing potential business rules.*
*2. **What people think is true; their beliefs.** Questions about beliefs will help you gather opinions. You might ask, "Is the system reliable?" or "Do you think doing X will solve Y?" (Duetschlander, 2009, p 20).*

Seven questions were developed in the form of multiple choice and ranking order to ask external permitting SMEs about their perceptions on stakeholders including their: interest level, preferred communication methods, most important community issues and the permitting process durations. Three more questions were developed in the open ended format to capture what concerns the SMEs had regarding the permitting process. After reviewing these questions with a project committee member, research was conducted on how the questions could be revised to ensure the most effective questions were asked to gather meaningful and insightful data.

The survey was emailed to permitting officials working for DNR DO&G and the NSB. The researcher attempted to conduct some surveys over the phone and in person but had no success. All surveys that were completed were done so electronically via the Qualtrics software program. Out of roughly 30 state and local North Slope oil and gas permitting subject matter experts that were sent the survey only five respondents completed the survey, making a quantitative analysis not statistically relevant. Due to the small number of survey responses received the research method was changed to a qualitative analysis, and it was determined that substantially more data would be needed to complete this research project.

The survey was developed for distribution to permitting officials with state and NSB agencies. An emphasis was put on their thoughts regarding NSB resident involvement due to their importance as the local residents and primary land users. The native Alaskan subsistence lifestyle ensures that they wish to protect the environment to sustain the flora and fauna that they depend on daily for their survival. This makes their thoughts very important because the issues they feel are important are represented in most of the DNR permitting requirements which developers must strive to achieve.

A question asked to the experts was designed to gauge how informed the participant felt they were regarding the potential impacts of an exploratory oil or gas well. It was found that the respondents were split on this question with three feeling informed and two feeling that they were not. Initially it was rather concerning that some of the permitting experts did not feel properly informed about the potential impacts of exploratory oil or gas wells. These individuals play a key role in making sure that the permitting documents have been filled out and that the necessary plans and research has been completed prior to signing off on a permit. When this question was further analyzed it was determined to have asked too broad of a question therefore the responses could not be used to draw conclusions for this project.

Department of Natural Resources - Plans of Operations

The main source of information for this research report came from publically available plans of operation submitted by oil and gas developers to the State of Alaska Department of Natural Resources Division of Oil and Gas (DNR DO&G) permitting department. The State of Alaska DNR DO&G is in charge of reviewing these plans. Upon completion of their review process they can either accept or defer decision until more information is received from the applicant. No case was found where DNR DO&G rejected the permit based on the information in the first submission. *(AK DNR DO&G Annual Report, 2013, pg. 13).*

Through a request for information the researcher was able to obtain ten plans of operation from the years 2010 to 2015. A second request was sent for specific plan of operation files from a mega-project involving both state lands and the National Petroleum Reserve-Alaska (NPRA) conducted from 1995 to 2005. The plans of operation that were obtained lay out the project scope of work and pinpoint the areas that will be impacted, along with mitigation measures for the identified risks based on previous projects. Each of these plans has sections that deal with issues such as water usage, fish and wildlife monitoring and avoidance, endangered species (polar bears), historical preservation, limiting impacts to subsistence activities, local hiring and more. The oil and gas developers provide resources prior to, during and after the project to ensure that all required mitigation measures are planned for. They spend time and resources prior to the submission of project plans creating standard operating procedures and manuals for wildlife encounters, visiting and communicating with NSB residents, surveying for historical artifacts and much more. In person town hall style meetings are typically performed in the nearest community(s) to the project and special NSB Planning Commission meetings can be arranged in Barrow if the project requires a strong stakeholder relationship throughout the NSB. If a large investment in this process is made upfront it is more likely that a positive relationship will be developed with NSB community leaders, elders and residents. It is imperative that open and honest communication needs to occur between the project team and the NSB residents, as both parties will earn each other's trust and respect *(Ede, 2014, p 3).*

One example is a manual that was developed by ConocoPhillips Alaska, Inc. (CPAI) to protect the endangered polar bear when they are in and around their dens and mitigate human interaction and disturbances. It was included in the plan of operations that was submitted with the Shark Tooth No. 1 Appraisal Well Test Application. It calls for an work barrier of one mile to be maintained during all activities *(Rea, 2008, p 17-18).*

Great Bear Petroleum organized and or participated in community planning meetings in Anchorage, Barrow, Nuiqsut and Anaktuvuk Pass to inform NSB leaders and residents about their plan of operations which were referenced in the Great Bear 2014-2015 Winter Exploration Drilling Program Application. *(Kruse, 2015, p 16-17).*

NordAq submitted with their plan of operations a sub plan entitled "Plan of Cooperation and Good Neighbor Plan." The sub plan highlighted communication efforts between NordAq and NSB residents that would take place to further develop stakeholder collaboration throughout the project. This was by far the most comprehensive stakeholder management and communication plan any of the developers submitted during the last five years. It outlined their plan for community meetings in Barrow, Atqasuk and Nuiqsut where questions would be asked regarding subsistence activities, areas in which they occur, along with potential risks and mitigations. They identified local property owners within a three mile radius of their proposed activities and vowed to send each of them a letter to inform them of NordAq's plan and to give them good contact information should they have any concerns. They set up a toll free number to enable NSB residents to quickly communicate or relay concerns that residents might have regarding the project. They also planned to communicate project activities over the local radio stations through public service announcements and by sending each resident a newsletter with pertinent project information. Finally they said they would contact the NSB Planning and Wildlife Departments to ensure that they had project information handy to either answer questions or direct questions to NordAq that might arise through their daily interactions with residents. *(Miller, 2014, p 83-84).*

CPAI submitted a letter with one of their plans of operation stating that a historical preservation review and survey of the exploration area had been completed in a prior year for the same exploration area. To meet new NSB requirements another survey of the land was completed during the summer prior to the submission of their plan of operations. *(Manson, 2011, p 96).*

Once the plans of operation are submitted to DO&G and have undergone their initial review they undergo two more review periods; interagency for at least 20 days and public comment for at least 30 days during which written comments can be submitted. Most projects that were reviewed occurred or will be occurring near developed areas of the North Slope. These plans received very few comments from other agencies or the public. According to an SME the main reason for the low number of comments is that the plans called for work to occur near or in developed areas. In order for plans in these areas to receive comments usually one of the following was true, the developer is new to working on the North Slope of Alaska, activities were scheduled to occur outside the normal winter exploratory window of December to April, or the submitted plan was incomplete in addressing one or more of the required mitigation measures.

Repsol received a comment from DF&G on their plan of operations for their first year on the North Slope of Alaska. They were planning to start and finish their exploratory work just outside of the normal winter exploration season. This schedule would cause potentially dangerous interactions with both grizzly and polar bears during their search for dens and when they emerge from them *(Slocum, 2011, p 11).* The ADF&G provided many recommendations to Repsol on the creation of sub plans dealing with mitigating bear encounters, personnel training requirements and correct terminology regarding on site personnel to locate and deter bears in order to try to prevent incidents and interactions *(Slocum, 2011, p 13).*

They made note that areas were referenced in their plan that were not in the vicinity of their exploration activities, making the plan not applicable or contradictory in cases. They provided updated contact information for State employees that were referenced in the plan. The comments gave helpful tips on how to further develop their polar bear mitigation strategy, even though polar bears fall under the USFWS. They noted the USFWS would most likely comment on the lack of information related to polar bears in their initial plan of operations submission. Overall the comments provided by the ADF&G were concise and very helpful. These comments allowed Repsol to modify their original application, resubmit a modified version and ultimately get DNR DO&G approval *(Slocum, 2011, p 14).*

The following year Repsol received two comments on their plan of operations for exploration. One was from the interagency comment process, again from ADF&G stating that they didn't include the need to permit for fish habitat when ice roads cross and when drawing water from fish bearing bodies of water. DO&G responded to their comment and referenced an earlier section in which Repsol mentioned the need to acquire fish habitat permits. The other comment came from the public comment process. It dealt with the NSB's IHLC requirement to have an archeological study completed prior to exploration. Repsol completed their archeological survey on time, but in their plan of operations comments it was noted that their survey found a human bone fragment. The city of Nuiqsut tried to stop all operations due to the discovery during the public comment period. This led officials from the DNR Office of History and Archeology and Repsol to travel to Nuiqsut to participate in a community meeting to identify the specific concerns and try to answer questions while explaining how the find was handled. It was eventually determined that Repsol acted in accordance with procedures and they were allowed to continue working *(Slocum, 2012, p 8-10).*

Case Study - Alpine Development

Stakeholder collaboration took on a whole new meaning for exploration projects during the planning stages for the new Alpine field, multi-pad exploration/construction project, in the NPRA. The Atlantic Richfield Company (ARCO), Alaska assets currently owned and operated by CPAI, realized that the size and complexity of developing a new field would be a major undertaking. The exploration activities were on both state and federal land with the Colville River separating the two; Development would also involve linking existing infrastructure in the Kuparak River Unit (KRU) to the new Alpine field. These challenges and the risks associated with them saw to the creation of a very detailed plan for stakeholder management and communication. The movement of equipment and infrastructure development had to be carefully considered as no development had occurred in the NPRA at that time due to federal regulations and issues related to site accessibility due to the Colville River crossing. ARCO spent years studying both the oil reserve potential below the surface and accessibility requirements on the surface and over the Colville River that would need to be met to bring the oil to market once it would be connected to the KRU pipeline system. The planned project scope involved developing two gravel pads, a gravel road connecting the two pads, a gravel airstrip and miles of pipeline that would preferably cross the Colville River underground. Initial plans didn't call for having an access road running the length of the pipeline due to the river crossing.

ARCO arranged for a key stakeholder meeting as a pre-permit-application meeting to gather comments and develop a list of stakeholder requirements. They had previously undergone this same strategy in 1995 and incorporated input received into the project planning documents to be reviewed during the 1996 meeting. They outlined the purpose of the meeting to be a chance for all individuals and entities to sit down together and go over the plan, answer questions and capture concerns regarding the plan *(Schindler, 1996, p 1).*

Representatives from the following agencies were invited to the pre-application meeting: DO&G, ADF&G, Department of Environmental Conservation (DEC), FWS, EPA, Army Core of Engineers (ACE), Department of the Interior (DOI), Department of Transportation (DOT), Bureau of Land Management (BLM), Minerals Management Service (MMS), National Marine Fisheries Service (NMFS), Alaska Joint Pipeline Office (AJPO), NSB, Arctic Slope Regional Corporation (ASRC), Nuiqsut, Kuukpik Corporation, Arctic Slope Native Association (ASNA) and Colville Environmental Services.

Potential risks and opportunities, based on the key findings from the environmental and technical studies, were sent out for the meeting attendees to review and consider prior to the meeting. Some of the major risks included: loss of fish and wildlife habitat due to the project or an oil spill, demands on local services, increased road access, loss of subsistence user access points to fish and wildlife habitat, degraded air quality, degraded water quality and tundra disturbances. Some of the major opportunities included: increased job opportunities, increased road access, increased spending at local establishments, potential to provide the community of Nuiqsut with natural gas through the NSB.

During the meeting many concerns regarding the project and potential risks along with opportunities were voiced by the external stakeholders that had been invited to participate.

Residents of the rural community of Nuiqsut were asked to speak about their concerns first as the project would most greatly impact them and their subsistence way of life. The residents started voicing their concerns by talking about the relationship between the city of Nuiqsut government and the NSB. It was made clear that Nuiqsut wanted to be more involved with the approval process than they currently were. The residents in attendance felt strongly that the NSB operating in Barrow was approving permits for project work that directly impacted Nuiqsut residents without them getting to participate in the process. The city of Nuiqsut and the Kuukpik Corporation recommended developing west of the Nechelik channel of the Colville River due to it having less of an environmental impact while having the added benefit of tying into the existing airport *(Schindler, 1996, p 1).*

The residents expressed concern that a permanent road would not run alongside the pipeline resulting in delayed oil spill response and greater environmental damage. They were also apprehensive about water removal from local lakes effecting fish habitat and the elevated pipeline effecting caribou migration patterns.

The Kuukpik Corporation expressed many of the same concerns as the residents of Nuiqsut. In addition they wanted to see an environmental impact statement on file for the project. They were apprehensive about having the pipeline travel under the Colville River due to potential leaks that would enter the river and recommended that it span the river on an elevated bridge. If a bridge was built it along with the pipeline could potentially be damaged during the spring ice flows. The elevated pipeline could also block or impede snow machine and four wheeler travel. The timing and location of construction activities were discussed due to impacts to subsistence activities. Kuukpik was interested in bidding on contractor services that would be required.

The fact that the relationship between Kuukpik and ASRC as NSB land owners was rocky at best and that they were in litigation over consent for some oil and gas activities on their lands *(Schindler, 1996, p 3).*

The NSB wanted to know if the pipeline would allow for caribou to cross the river unhindered. They were also interested in the idea of being in charge of supplying natural gas to Nuiqsut. DO&G's primary concern was the location of the gravel mine for the pads, roads and airstrip. ADF&G wanted to know more about the impact to fish from the pipeline as it crossed the Colville River.

The DEC needed more time to review the three oil spill scenarios that were presented to determine their feasibility. They also wanted to see ARCO fully develop an oil spill response plan should a spill happen in the main channel of

the Colville River during breakup. It was mentioned that without road access to the pipeline oil spill response plans might not be accepted and that automatic shut-off valves should be placed at various points along the pipeline.

The USFWS was most concerned with disruption to migratory birds due to aircraft. The NMFS agreed with many of the concerns that other stakeholders had already discussed. The Army Corps of Engineers also repeated many of the previous concerns, but they also were discouraged by how ARCO had handled stakeholder feedback to that point. No mitigation measures had been set up to address stakeholder requirements *(Schindler, 1996, p 6)*.

The EPA mentioned that proposals would need to include water and air quality studies. They were concerned with the depth of permafrost if a hot oil pipeline is to travel on top of it.

Between June 7th 1995 and the 28th of March 1996 ARCO held 16 separate meetings in various locations across Alaska to update stakeholders and collect their requirements. On the 21-22nd of February 1997 an Alpine Development Science Fair Workshop and community dinner was sponsored by ARCO in Nuiqsut. The objective was to improve stakeholder relations, capture their requirements and answer questions they had about the project. The community meetings and science fair were well attended and strengthened relationships between the parties. ARCO recorded video during the science fair and used it as promotional footage and a way to ensure that stakeholder requirements were addressed. Follow up project communications were sent to the community of Nuiqsut as well as copies of the science fair video.

Conclusions

A stakeholder that was interviewed mentioned that filling out the permitting paperwork is most likely the easiest and part of the process. The real work comes with trying to get the planning documents reviewed and accepted by state organizations, community leaders and village elders. Enormous amounts of time are put into: planning, communication, meetings, research, paperwork, and other efforts in order to get a permit submitted and reviewed for either approval or denial.

North Slope Borough

Research was conducted to find out in what ways oil and gas developers could potentially reinvest in NSB communities. A list was developed of different ways investments could be made in local communities and the respondents were asked to rank the options. They were given seven options to choose from: education, community facilities, cultural investments, energy cost reduction, environmental investments, hiring local workers and other. The other option was given for them to write in their own response and one SME did not respond to this question. They felt that energy cost reduction, and hiring local workers were the most important. Not far behind were cultural investments and education. Energy costs within the NSB are very high as most rural villages heat their homes with heating oil which can only be supplied in large quantities during summer months when barges can travel to these communities to deliver goods. For this reason energy cost reduction was seen as an important issue, which the Kuukpik Corporation and local residents of Nuiqsut proved earlier in the Alpine Development Plan of Operations example. Since oil and gas developers are extracting this resource out of the ground close to the villages it makes sense to leverage this potential synergy into a positive stakeholder relationship. At this point only natural gas could be directly supplied as oil still needs to be shipped long distances to be refined before it can be used. Hiring local workers was also seen as very important by the permitting experts. This benefit developers can provide is already laid out in the North Slope Mitigation Measure shown on the following page.

DNR, North Slope - Local Hire, Communication, and Training - Mitigation Measure

a. Lessees are encouraged to employ local and Alaska residents and contractors, to the extent they are available and qualified, for work performed in the lease area. Lessees shall submit, as part of the plan of operations, a proposal detailing the means by which the lessee will comply with the measure. The proposal must include a description of the operator's plans for partnering with local communities to recruit, hire and train local and Alaska residents and contractors. The lessee is encouraged, in formulating this proposal, to coordinate with employment and training services offered by the State of Alaska and local communities to train and recruit employees from local communities.
b. A plan of operations application must describe the lessee's past and prospective efforts to communicate with local communities and interested local community groups.
c. A plan of operations application must include a training program for all personnel including contractors and subcontractors. The program must be designed to inform each person working on the project of environmental, social, and cultural concerns that relate to that person's job. The program must use methods to ensure that personnel understand and use techniques necessary to preserve geological, archeological, and biological resources. In addition, the program must be designed to help personnel increase their sensitivity and understanding of community values, customs, and lifestyles in areas where they will be operating.

Exhibit 1

(DNR DO&G, 2013)

The NSB residents are also very concerned with sustaining their culture and subsistence lifestyle for future generations. They are worried that increased development could threaten the balance they have found with nature, so they take an active role in protecting their lands and lifestyle. They will band together to ensure that only responsible development projects and activities occur on their lands. In 2013 a program was introduced to mitigate concerns that some Inupiaq subsistence hunters had about development disrupting the local wildlife. The NSB and state put into place a program to employ a subsistence representative to be present during field operations.

A vital aspect in the success or failure of developers collaborating with NSB communities and residents is to involve and gain approval from local elders. Their knowledge and opinions are respected by the entire community. If they endorse something the community is likely to back it and be engaged. The elders represent the leadership of each community. Proper time and energy must be spent cultivating relationships with the elders. Listening to the concerns stakeholders have that are directly impacted by the project is a vital part of having a successful project that strengthens relationships between the native people and the oil and gas developers *(Ede, 2014, p 1).*

One company took the time while they visited NSB communities to meet with important stakeholders in the city along with village and tribal organizations. They also made a point to engage with the elders of the community during a special lunch gathering on the day of their evening community project meeting. The elders are extremely important to involve due their knowledge, community respect and the leadership positions they hold. These lunch meetings led more elders to attend the evening community meetings. They also followed up on a request to have learning activities for the children of the community so that the community members could focus on the information being presented while the youth were involved in enlightening activities *(Ede, 2014, p 4).*

Cultural investments was high on the list of ways that the subject matter experts felt oil and gas developers could give back to local residents. A vitally important way they can contribute towards cultural investment is by supporting or starting programs that will strive to preserve the local language. Most NSB residents are Inupiat Inuit Alaskan Natives who speak the Inupiaq language. Through their language many traditional values are reinforced, which quickly amplifies the magnitude of each resident that loses the ability to communicate using the Inupiaq language *(Ede, 2014, p 2).*

Inupiaq Fluency Among Inupiat Household Members

Iñupiaq fluency - how fluently does individual household member speak Iñupiaq?		
	Number	%
Speaks Iñupiaq fluently & prefers this language	737	18.2%
Speaks Iñupiaq fluently but prefers another language	216	5.3%
Speaks Iñupiaq but with difficulty or with minor flaws	128	3.2%
Understands Iñupiaq well & speaks enough	232	5.7%
Understands Iñupiaq well but hardly speaks it	461	11.4%
Understands some Iñupiaq conversations & speaks enough	270	6.7%
Understands simple questions and directions, speaks a little	491	12.1%
Understands simple questions and directions but hardly speaks any	532	13.2%
Understands at least two dozen Iñupiaq words.	341	8.4%
Understands at least five or six Iñupiaq words	284	7.0%
Does not understand more than a few Iñupiaq words.	350	8.7%
Total	4042	99.9%

Exhibit 2

(Callaway, Maas, Shepro, 2010, p 31)

Video and audio recordings of anything from storytelling to cultural gatherings should be encouraged whenever possible to ensure language preservation for future generations. Even recording meetings and hiring interpreters provides a certain level of preservation.

Providing additional funding and or resources for education could potentially mitigate the loss of culture. However if the education focuses too much on either native Alaskan or more traditional teaching methods then the youth might have trouble fitting in with either culture. A good balance would need to be worked out so that they become contributing members of their community and have the skills required for a future with many opportunities. It should be noted that oil and gas producers already contribute a large amount of money to the NSB through taxes so programs should be designed to help the community help themselves, not just be a hand out. It is also important for developers to understand how what they believe to be a trivial impact to the local culture can have much broader repercussions. These communities are vulnerable due to their small size, extremely high cost of living, harsh climate and other factors. Care needs to be taken to ensure that their culture is preserved *(Ede, 2014, p 2).*

The State of Alaska used to have the Alaska Coastal Management Program which included a section pertaining to development activities on NSB land. There were two requirements in that plan that encouraged local stakeholder participation. The first requirement was that developers spend time and resources studying potential impacts to subsistence activities. This requirement is still present in the current DO&G permitting process. However requirement number two was that developers show that they have engaged with the local residents and the NSB to mitigate to the fullest extent possible environmental and social impacts. Aspects of this requirement can be found in the current permitting mitigation measures, but an important component of that requirement is no longer mandatory. In 2012 the NSB required that pre-application meetings be held by developers to present their plans to the NSB community, elders, leaders and various permitting agents. The purpose of the meeting was to identify stakeholder concerns, have interagency collaboration as well as opportunities for developers to design their construction plans to provide the local community with the most benefits while causing the least amount of negative impact possible *(NSB Department of Planning and Community Services, 2014, p 84).*

Unfortunately complying with the ACMP is no longer required due to the state legislature's failure to extend the program in 2011. Having a pre-application meeting would be beneficial in most cases to make connections with other agencies and have more of town hall project plan discussion with most of those involved in the same room. It would benefit the NSB to try to input into the current mitigation requirements a recommendation that currently operating North Slope oil and gas developers set up a pre-application meeting. A pre-application meeting should be a mandatory requirement the first time a company seeks to develop oil and or gas on the North Slope. The meeting should take place at the NSB offices in Barrow and another meeting should be held in the NSB village closest to the

proposed development. Meeting invites should go out to at least NSB community leaders and residents and permitting agents so that new developers can start building a relationship with the local residents and permitting agents. It should be noted however that while communities want to be more involved with planning and development meetings, some NSB residents complain of having meeting fatigue as developers all vie for the same window of time to hold a community meeting *(NSB Department of Planning and Community Services, 2014, p 85).*

One area that was found to be an issue multiple times was continuing to have communication with external stakeholders throughout the project lifecycle. Project communication and stakeholder management plans should have a section dedicated to following up on external stakeholder's comments once the permit has been approved. Once a permit is approved the communication flow to those impacted by the permit decreases dramatically. A potential solution to this issue would be to have the oil and gas developers designate a certain amount of project funds to provide for additional resources to be involved with the permitting process and with communication with external stakeholders. One survey respondent felt that not enough staff is in place to review the documents and provide a decision to developers in an acceptable amount of time. They were mostly concerned with overworked staff within their agency and making sure that the best most recent scientific data has been collected and is being used to make decisions from. The permitting fees do not seem to be able to support a large enough staff to complete the permitting process in a timely manner which can result in backlogs.

"A related issue Sullivan is tackling is clearing out a backlog of about 2,500 applications for various kinds of land use authorizations, many affecting the petroleum industry, that have accumulated mainly because of staff shortages" (Bradner, 2011, p 1).

This issue could possibly be mitigated by raising the permitting fee to provide for more resources or by providing broader educational, training or internship opportunities for stakeholders interested in activities associated with the oil and gas exploration permitting process. It would be most effective if at least a few of these resources were North Slope Borough residents as they should be able to mitigate stakeholder concerns that could otherwise get escalated due to miscommunication or other factors. This would also provide more jobs to NSB residents and give the state a permitting liaison with the ability to communicate quickly with local residents that might not have a readily available line of communication. Providing these jobs would be a small step in resolving the large percentage of residents that are either unemployed or underemployed. NSB residents working for the oil and gas developers were surveyed in 1992 and out of the 34 interviewed it was believed that they comprised half of the total residents employed by the industry *(Slemons, 2011, p 17-18).*

In order to form a permitting liaison program training and certification curriculums could be started and run through institutions like the Alaska Native Science and Engineering Program (ANSEP) through UA and Ilisagvik College in Barrow to provide a platform for those North Slope Borough residents that might be interested in this kind of work. To prepare NSB youth for careers such as these science, technology, engineering and math (STEM) courses should be focused on to develop a solid education base for students interested in the oil and gas industry *(Ede, 2014, p 2).*

With more resources involved with permitting paperwork and research, permits would have a better chance of being fully reviewed, understood and either approved or denied in the allotted timeframe. Hiring seasonal or shift workers could potentially help to alleviate downtime due to subsistence hunting or other absences. Hunting seasons in Alaska are relatively short, large portions of the NSB population will go caribou or whale hunting depending when it is opportune. If an oil and gas development permit is submitted during prime hunting or fishing season it is likely that the verdict will not be announced by the planned date.

North Slope Borough Employment Status 1998-2010*

Individual HH Member Type of Employment			
Male	Type of Employment	Count	Percent
Employment	Permanent full-time	451	33.7%
	Temporary seasonal	196	14.7%
	Part-time	103	7.7%
	Unemployed	446	33.4%
	Retired	140	10.5%
	Total	1336	100.0%
Female			
Employment	Permanent full-time	497	39.3%
	Temporary seasonal	91	7.2%
	Part-time	120	9.5%
	Unemployed	416	32.9%
	Retired	141	11.1%
	Total	1265	100.0%

*Sample populations

Exhibit 3

(Callaway, Maas, Shepro, 2010, p 10)

The unemployment rate in the NSB continues to be shown incorrectly by the Alaska Department of Labor and Workforce Development. It is actually 27 percent compared to the five percent they depict it to be *(Callaway, Maas, Shepro, 2010, p 10-11).* The reason for the vast difference in unemployment reporting numbers between the state and this study is in how unemployment is defined. In order for a person to count as unemployed they either need to be on unemployment benefits or be actively registered with an employment office and actively looking for a job. For many NSB residents their unemployment benefits have either run out or they have given up on the process of actively looking for a job. Possibilities to turn these numbers around include holding meetings between the State of Alaska, NSB and the oil and gas operators on Alaska's North Slope to determine what positions NSB residents are qualified for or could be trained for and create job descriptions and postings together. When a list of positions has been created that all three organizations agrees to then that list could be shared with faculty at Ilisagvik College, the ANSEP Program, The University of Alaska System, AVTEC and other schools. A state run program could be set up to help Native Alaskans and others earn an certificate or accreditation in a program related to oil and gas operations, environmental, permitting or other oil and gas support industry work.

Another way to close the culture gap would be to run stakeholder engagement profiles on important stakeholders whose interest requires either shifting or maintaining throughout the course of the project. It is important to do periodic reviews of the level of stakeholder engagement as it will fluctuate as they become more or less involved with the project. Having a detailed stakeholder register and communication plan will make populating each person's profile easier. At the beginning of the project take some time to collect project team input to gauge the level of interest that all key stakeholders have. For Alaskan North Slope exploratory well projects this exercise will need to be completed multiple times throughout each project.

Once you determine where your stakeholder's current levels of engagement are it is important to document this so that it can be tracked throughout the project. The following table shows ratings that can be used for support and receptiveness which are good indicators for the engagement level of a particular stakeholder.

Stakeholder Engagement Profile

Support						
	5					
	4	X	X	X		
	3	X	X	X		
	2	X	X	X		
	1	X	X	X		
		1	*2*	*3*	*4*	*5*
	Receptiveness					

Exhibit 4

(Bourne, 2009, p 97)

Stakeholder Engagement Profile - Legend for Exhibit 4

Support	Receptiveness
5. Active support: provides positive support and advocacy for the activity.	5. High: eager to receive information.
4. Passive support: supportive, but not actively supportive.	4. Medium: will agree to receive information.
3. Neutral: is neither opposed nor supportive.	3. Ambivalent: may agree to receive the information.
2. Passive opposition: will make negative statements about the activity, but not do anything about its success or failure.	2. Not interested: not prepared to receive information.
1. Active opposition: is outspoken about opposition to the activity, and may even act to promote failure or affect success.	1. Completely uninterested: emphatically refuses to receive information.

Exhibit 5

(Bourne, 2009, p 97)

Moving an influential stakeholder from one level to another can smooth the waters allowing for a relatively quick and efficient permitting process for developers working with a community that has not been very supportive.

New Developers

Established oil and gas producers operating on Alaska's North Slope have spent years building invaluable rapport with state legislators, state and government agencies, NSB communities and residents, and other stakeholders that allows them to contact the right person quickly when an issue arises. They have the ability to pick up the phone, send an email or discuss an issue with a key stakeholder briefly and get results. The stakeholder collaboration process has to start from scratch when a new developer to the North Slope starts exploration activities. These new companies have to spend more time and resources jumping through the permitting hoops because they've never been exposed to working inside the North Slope parameters. Established producers certainly want to keep a competitive advantage over their competition, but at the same time they don't want these new developers to damage any of the important relationships that have been established. They are most concerned that a new company will fail to meet certain requirements and give the industry a bad reputation or cause the imposition of new regulations. The permitting roadmap mentioned earlier was designed to navigate developers through the process *(Arcadis, 2014).* The map has the potential to create a streamlined process and alleviate many headaches that could occur due to unknown

processes and timelines for each step along the way. In a few years research could be done to see what impact this tool has had on the process and if stakeholders find it to be useful.

One area of concern is the overall complexity of the permitting process. By the time a developer unfamiliar with the process familiarizes themselves with all the regulatory requirements and permits that must be applied for they will likely have missed a deadline to conduct work required to obtain a required permit. The state of Alaska realized that this issue needed corrective action and they started a program to simplify the permitting system for exploration wells and new development projects, while ensuring that no corners were cut in order to do so *(Bradner, 2011, p 1).*

One such required permit that might get overlooked until it is too late involves the completion of archeological surveying work. This work can only be completed during the summer months due to seasonal weather conditions on the North Slope. Surveying all of the land involved in exploration activities must be completed to satisfy the NSB's IHLC requirements. If the timeline for this isn't met then the developer must postpone exploration activities for a full year.

While the state works to cut down on the complexity of the permitting process officials must keep in mind that they are not the only regulators that must be satisfied. The Environmental Protection Agency holds jurisdiction on air and water quality issues. Therefore consideration must be made in regard to any permitting regulation changes that might impact the EPA requirements. State level shortcuts might lead to lengthy delays if the EPA is missing required compliance information.

"From our perspective the federal government is the key block, particularly in oil and gas. The decisions made by federal agencies here have enormous consequences," (Bradner, 2011, p 1).

The NSB has requirements of their own that must be met, one of which was mentioned above. They also have many other requirements including the hiring of a subsistence advisor who is to act as a liaison between the developer and the local residents. This position was created added as a stipulation for developers so that a local resident would be directly involved with the project who can interface with both sides and is aware of subsistence activities that occur in the area of exploration.

Communication

An essential tool to successfully manage a project is a stakeholder register. Building a stakeholder register allows the project team to identify important individuals, companies, communities, and others. Once they are identified contact information needs to be gathered and an initial project planning meeting can be arranged if necessary. The inclusion of all essential project stakeholders early in the project can be the difference between a successful project and one that is canceled prior to project execution.

"Community representation on management teams developing plans of operation, oil spill contingency plans, and other permit applications can help communities understand permitting obligations and help industry to understand community values and expectations for oil and gas operations being conducted in and around their area" (DNR DO&G, 2009, p 10).

An initial project kickoff meeting should be held where key stakeholders gather to disseminate the project scope and key constraints if any, get to know one another and should have a planned component to discuss who else should be involved with future project communications. A communication plan, that incorporates the stakeholder register, would begin to be populated during or after the meeting. The plan should outline the hierarchy of the project team, the sponsor and any heavily involved contractors that will be performing the project work. It should delineate how communication will be handled with to the various stakeholders and their preferred contact method. In the plans of operation discussed above it contained information on who to contact should an incident occur. This plan is the blueprint for establishing points of contact and for channeling the flow of information so that stakeholders receive what they need to know when they need to know it. The communication plan provided in the NordAq plan of operations was a great example of the level of detail the plan should go to if stakeholder collaboration is desired during the project. This plan along with the other project management tools listed above needs to be updated throughout the project to maximize their effectiveness.

It is not enough to simply identify stakeholders. A requirements traceability matrix is another critical tool that should be used to turn stakeholder desires into project requirements or deliverables. One previously mentioned requirement for exploration projects is to survey the land to be developed for artifacts, in order to preserve historical and culturally significant items and places. CPAI knew this to be a requirement of the NSB so they resurveyed the area that had been previously surveyed to be sure they were in compliance with the stakeholder requirement. It is unknown if they used a requirements traceability matrix during the project, but they used similar methodology to ensure that the task was included as part of the project.

Issues still occur during North Slope oil and gas exploration projects with gathering stakeholder requirements. Agency and public comment periods have been established and are a mandatory part of any project plan of operations being permitted, but rarely do comments come in for projects. In the NSB unless community meetings have been set up and or stakeholders have received notification directly of the project it is unlikely that they'll respond. Reinstating or starting a replacement program for ACMP should be looked into. It had many stakeholder alignment pieces in it and project managers wouldn't have to spend as much time developing stakeholder management plans and communication plans if there was a comprehensive plan in place that all agencies recognized, worked from and that included mandatory meetings. This issue becomes much greater in the urban communities as individuals rarely read the public notices section of the Anchorage Daily News. It is only required that the announcement goes out, so in most cases it is only published for one day. The way we get our information is not the same as it was when these recommendations for public announcements were put in place. Finding a solution to this complex issue will most likely get more difficult in the future as the consumption of digital media continues to grow.

A survey question was designed to figure out how effective the current methods used to gather stakeholder requirements in the permitting process are. It asked whether the participants felt that they had the ability to voice their concerns during the permitting process. When asked about being given the chance to speak their mind during an open comment period one felt they had the opportunity to do so most of the time, two thought they did sometimes, one felt this rarely occurred and the other felt this opportunity never occurred. This question did merit analysis as the authorities that responded to this survey have a direct line of influence in the permitting process. Since there were a wide variety of attitudes, from the opinion that current methods are working well to that of there is a need to implement change in the process, further research is required to find out definitively if current methods are adequately capturing stakeholder requirements.

In order to gauge the willingness of the experts to give feedback during comment periods it was asked of them if given an opportunity to be heard would they speak up. Four respondents said yes and one said maybe. This question was too close ended to get valuable feedback from the results. It should have been worded differently to ask them about their feelings regarding stakeholder willingness to give feedback during comment periods. That question might have generated some useful information. The responses to this question could not be used to draw conclusions for this project.

Permitting officials were asked to think about what they felt would be the most effective methods of communication for oil and gas producers to use to reach out to stakeholders during the permitting process. Another list was developed and participants were again asked to rank the options. They were provided with eight choices of how people could be communicated with: listening to opinions of other community members, participating in local meetings, email, mail, phone, media, project website, and other. Again the other option gave the participants a chance to write in their own response. The two most effective ways to communicate with the Alaskan native community were believed to be participating in local meetings followed closely by listening to community residents. Informing people through the media, email, a project website, the mail and then phone and other rounded out the responses. There were not enough responses to determine that communication via media, email, website, mail or phone would be more or less effective than other communication methods. These responses are also biased as the survey respondents answered the survey via email which means they have regular computer access and are at least somewhat technologically savvy.

Once it was observed whether or not the survey participants felt they would or would not voice their concerns it was time to discover how they would like to communicate their concerns. One said verbally, two said via email and two others filled in their own responses. The two that filled in their responses would prefer to use the ADF&G permit review processes and the other preferred public hearings. The responses were highly variable which implies that having multiple methods of capturing stakeholder concerns is the best as long as the process and options are clearly

communicated. This will take more effort from the oil and gas developers along with the state and local researchers and permitting officials as it will involve compiling concerns received from multiple platforms.

Clearly communicating the process is becoming more and more difficult, as few people in urban areas rely on the local newspaper for news and current events anymore. Yet the process to communicate the timeframe for public comments with the South central region of Alaska is via a post in the Anchorage Daily News. In order to determine a more effective yet cost efficient way to communicate the information to urban residents that might be interested in commenting more research would need to be done to find out what are the most utilized media sources by community members interested in oil and gas activities on the North Slope. In the NSB communication of the timeframe for public comments to be received regarding oil and gas projects usually occurs via postings in local post offices, the Barrow newspaper, mailings to post office boxes of local residents and in the best cases a local community meeting with the developer and permitting officials present. Verbal comments are not taken into consideration by permitting officials. However, if someone takes a written record of their verbal comment it can then be submitted. If the State of Alaska or NSB implemented a program to have permitting liaisons in place to help with stakeholder relations throughout the process they could perform this task. As mentioned earlier permitting liaisons would cost money to employ; raising the permitting fees could be a source of some of the funding.

In the survey an SME felt strongly that once a permit is approved the lines of communication stop. Developers must meet the requirements laid out in their plans of operation which are the foundation on which the permits are applicable and incorporate the mitigation measures for stakeholders. That stakeholder felt that the developers are many times in violation of this agreement because communities and individual stakeholders often express concerns throughout the project lifecycle as risks occur and are dealt with. The two way communication according to this permitting agent seems to drastically decrease once the project application has been approved. Comments that are made to the developers to attempt to alter some aspect of their project are left unanswered or aren't directed back to the stakeholder that made the comment initially. A potential solution to this issue would be to continually update the project communication plan as mentioned previously. If that document is utilized correctly then stakeholders will continue to receive project communications at designated intervals or when individuals make a request. Another respondent commented about having a more stringent system in place for reviewing the permits that is easier for the public to access and understand. If implemented this could allow local community residents and subsistence users to know if their concerns were addressed and could be included as part of a communication plan.

Recommendations for Future Research

A major finding from this research was that the unemployment situation in the NSB is a complex and serious issue. The data showed that the state reporting records for unemployment does not match the true figures. This is very concerning, an article that was found mentioned that the NSB has one of the lowest unemployment rates in the state. With the amount of contradictory data that was found only further research into this matter can find the true numbers for the area. If it is truly around 30 percent then the state along with oil and gas producers should do more to fulfill the local hire component of the DNR mitigation measures.

Interagency delays in permitting developers sometimes experience would be another good area to examine closer. Focus should be put on the efforts to coordinate work between the local, state and federal agents that are enforcing different regulations. It was mentioned many times when gathering research data for this project that opportunities exist to better align external stakeholders during oil and gas exploration or development projects that occur on federal land or offshore. One stakeholder commented that an area in the Arctic National Wildlife Reserve should be open for exploration, but since that is on federal land it was out of the scope of this project. That process is very complex and many different agencies become involved that aren't as easily accessed as the DNR DO&G which would make gathering meaningful research much more difficult.

Additional investigation could be conducted on the length of time required for an oil or gas developer to obtain an exploratory permit. A survey question was developed to try to gather data to answer this question. It involved asking the SME to gauge how that particular specialist felt about the duration of the permitting process. No respondents felt that the process was too lengthy or just right. Two felt that the process was too short and three felt that they didn't know. This response was initially surprising as the original project abstract was designed around the idea that the process was convoluted and took too much time to get approval. Once the analysis was complete the data showed

that the question was directed to permitting authorities whose job is to process the permit requests by going over the plan of operation data that gets submitted. Most noteworthy is that none of the five respondents felt that the permitting process was too short. This question would need to be reworded and asked to stakeholders that represent different viewpoints instead of just one. The responses to this question could not be used to draw conclusions for this project.

When the project plans of operation were reviewed it was found that all of the plans had been approved. More plans could be reviewed to find out what percentage of plans overall are approved versus denied. It would also be beneficial to find out if an auditing procedure is in place and utilized for developers that are issued a permit approval based on their plan of operations that is contingent on them performing some future task. Looking deeper into this issue would most likely reveal more ways to improve upon the current system.

Ultimately achieving stakeholder collaboration is a process that must be cultivated from the very beginning of a project. Without the use of project management methodology, tools and techniques related to achieving cooperation and compromise among stakeholders North Slope oil and gas developers would have a hard time bringing anything out of the ground to sell. They would continuously be in litigation or battling with the State of Alaska, NSB, contractors, permitting agents and countless other stakeholders to try to move forward on projects, instead of working together to find real solutions that deliver positive results and foster long term win-win relationships.

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Appendix A: Survey Results

Initial Report
Last Modified: 2/2/2015

1. **PRINCIPAL INVESTIGATOR:**

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DESCRIPTION:
Your feedback in this short 10 minute survey will help gather insight into which project management tools are most effective for Alaskan North Slope oil and gas related industries and organizations to use to attempt to align external stakeholders during exploration projects.

VOLUNTARY NATURE OF PARTICIPATION:
You are invited to participate in this research project because your opinion matters regarding the development of Alaska's North Slope oil and gas. Your participation in this research study is voluntary. You may choose not to participate. If you decide to participate in this research survey, you may withdraw at any time. If you decide not to participate in this study or if you withdraw from participating at any time, you will not be penalized.

CONFIDENTIALITY:
We will do our best to keep your information confidential. All data is stored in a password protected electronic format. To help protect your confidentiality, the surveys will not contain information that will be personally identifying to you. Any information from this study that is published will not identify you by name. The survey questions will be about your concerns regarding oil and gas development on Alaska's North Slope. The overall survey results will be used in the UAA ESPM classroom setting and will potentially be shared with Alaskan North Slope oil and gas related industries and organizations to help them improve external stakeholder relationships during resource development projects.

BENEFITS:
Most likely there will be no direct benefit to you from participating in this study. The results of this study may benefit oil and gas producers and or external stakeholders of North Slope exploration projects.

RISKS:
It is possible that the discussion of thoughts or feelings about how project management tools are used during North Slope exploration projects might make you feel uncomfortable. However, there are no other known risks to you.

CONTACT PEOPLE:
If you have any questions about the survey or research, please contact the Principal Investigator, Owen Stribling at the phone number or email listed above. If you have any questions about your rights as a research subject, please contact Sharilyn Mumaw, University of Alaska Anchorage, Research Integrity & Compliance Officer, at (907) 786-1099.

SURVEY DIRECTIONS:
Once your responses have been submitted you will not be able to go back and change your responses. If you partially complete the survey it will save your answers for one week, after that your answers will be deleted and you will have to start from the beginning. Please answer all of the questions to the best of your ability. Use the button at the bottom of each page to navigate through the survey. There is also a progress bar at the bottom of the page that will tell you what percentage of the survey you have completed.

Thank you, The UAA ESPM program and I appreciate your help.

Owen Stribling UAA ESPM student

ELECTRONIC CONSENT:
Please select your choice below.

(1) Clicking on the "agree" button below indicates that:
• You have read the above information
• You voluntarily agree to participate
• You are at least 18 years of age

(2) If you do not wish to participate in the research study, please decline participation by clicking on the "disagree" button.

❍ Agree (1)
❍ Disagree (2)

If No Is Selected, Then Skip To End of Survey

#	Answer		Response	%
1	Agree		5	100%
2	Disagree		0	0%
	Total		5	100%

Statistic	Value
Min Value	1
Max Value	1
Mean	1.00
Variance	0.00
Standard Deviation	0.00
Total Responses	5

2. Do you feel properly informed about the potential impacts of an exploratory oil or gas well on state owned land on the North Slope of Alaska?

#	Answer		Response	%
1	Yes		3	60%
2	No		2	40%
3	Unsure		0	0%
	Total		5	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.40
Variance	0.30
Standard Deviation	0.55
Total Responses	5

3. Do you feel that you have a say in how permitting requirements are developed?

#	Answer	Response	%
1	Always	0	0%
2	Most of the Time	1	20%
3	Sometimes	2	40%
4	Rarely	1	20%
5	Never	1	20%
	Total	5	100%

Statistic	Value
Min Value	2
Max Value	5
Mean	3.40
Variance	1.30
Standard Deviation	1.14
Total Responses	5

4. If given the opportunity to voice your opinion, would you?

#	Answer	Response	%
1	Yes	4	80%
2	Maybe	1	20%
3	No	0	0%
	Total	5	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.20
Variance	0.20
Standard Deviation	0.45
Total Responses	5

5. In what way would you prefer to voice your opinion?

#	Answer	Response	%
1	Verbally	1	20%
2	Email	2	40%
3	Mailing a letter	0	0%
4	Other	2	40%
	Total	5	100%

Other
through ADF&G review processes
public hearings

Statistic	Value
Min Value	1
Max Value	4
Mean	2.60
Variance	1.80
Standard Deviation	1.34
Total Responses	5

6. Rank the following in order from most helpful to least helpful ways that oil and gas producers can provide assistance to communities/villages in Alaska.

Directions: If you wish to add a suggestion please click on the empty space and type in your suggestion. (Click on each one and move them up or down to your appropriate rank number)

#	Answer	1	2	3	4	5	6	7	Total Responses
1	Education	0	1	1	1	1	0	0	4
2	Community facilities	0	0	0	2	0	2	0	4
3	Cultural investments	0	1	2	0	1	0	0	4
4	Energy cost reduction	2	1	0	1	0	0	0	4
5	Environmental investments	0	0	1	0	1	2	0	4
6	Hiring local workers	2	1	0	0	1	0	0	4
7	Other	0	0	0	0	0	0	4	4
	Total	4	4	4	4	4	4	4	-

Other
impact assistance

Statistic	Education	Community facilities	Cultural investments	Energy cost reduction	Environmental investments	Hiring local workers	Other
Min Value	2	4	2	1	3	1	7
Max Value	5	6	5	4	6	5	7
Mean	3.50	5.00	3.25	2.00	5.00	2.25	7.00
Variance	1.67	1.33	1.58	2.00	2.00	3.58	0.00
Standard Deviation	1.29	1.15	1.26	1.41	1.41	1.89	0.00
Total Responses	4	4	4	4	4	4	4

7. Rank the following activities oil or gas producers can do in order from most likely to least likely to align Alaskans during the permitting process of an exploratory oil and gas well on state owned land on the North Slope of Alaska?

Directions: If you wish to add a suggestion please click on the empty space and type in your suggestion. (Click on each one and move them up or down to your appropriate rank number)

#	Answer	1	2	3	4	5	6	7	8	Total Responses
1	Listening to opinions people have	2	3	0	0	0	0	0	0	5
2	Participating in local meetings	3	2	0	0	0	0	0	0	5
3	Informing people by email	0	0	1	0	4	0	0	0	5
4	Informing people by mail	0	0	1	1	0	3	0	0	5
5	Informing people by phone	0	0	0	0	1	0	4	0	5
6	Informing people through the media (newspaper, television or social media)	0	0	2	2	0	1	0	0	5
7	Informing people through a project website	0	0	1	2	0	1	1	0	5
8	Other	0	0	0	0	0	0	0	5	5
	Total	5	5	5	5	5	5	5	5	-

Other
I am not familiar with the term "align." Do you mean "agreement"?

Statistic	Listening to opinions people have	Participating in local meetings	Informing people by email	Informing people by mail	Informing people by phone	Informing people through the media (newspaper, television or social media)	Informing people through a project website	Other
Min Value	1	1	3	3	5	3	3	8
Max Value	2	2	5	6	7	6	7	8
Mean	1.60	1.40	4.60	5.00	6.60	4.00	4.80	8.00
Variance	0.30	0.30	0.80	2.00	0.80	1.50	2.70	0.00
Standard Deviation	0.55	0.55	0.89	1.41	0.89	1.22	1.64	0.00
Total Responses	5	5	5	5	5	5	5	5

8. Do you feel that the time required for the permitting process of an oil or gas exploratory well on the North Slope of Alaska is:

#	Answer	Response	%
1	Just Right	0	0%
2	Too Short	2	40%
3	Too Lengthy	0	0%
4	Don't know	3	60%
	Total	5	100%

Statistic	Value
Min Value	2
Max Value	4
Mean	3.20
Variance	1.20
Standard Deviation	1.10
Total Responses	5

9. What is your number one concern regarding permitting of an exploratory oil or gas well on the North Slope of Alaska?

Text Response
Industry and the overall review/permitting process are set up and administered efficiently to avoid unnecessary delays.
sufficient agency staff to respond quickly
After we submit comments on where they are having a lease sale, we seem to never hear back. We have to look long and hard at any documents to see if our concerns are met and mitigation measures are in place.
Everything is permitted with stipulation here and there, everything should not be permitted!
Most impacts are considered solely on the basis of a single project, not really cumulatively.

Statistic	Value
Total Responses	5

10. Why does your answer from the question above concern you the most regarding permitting of an exploratory oil or gas well on the North Slope of Alaska?

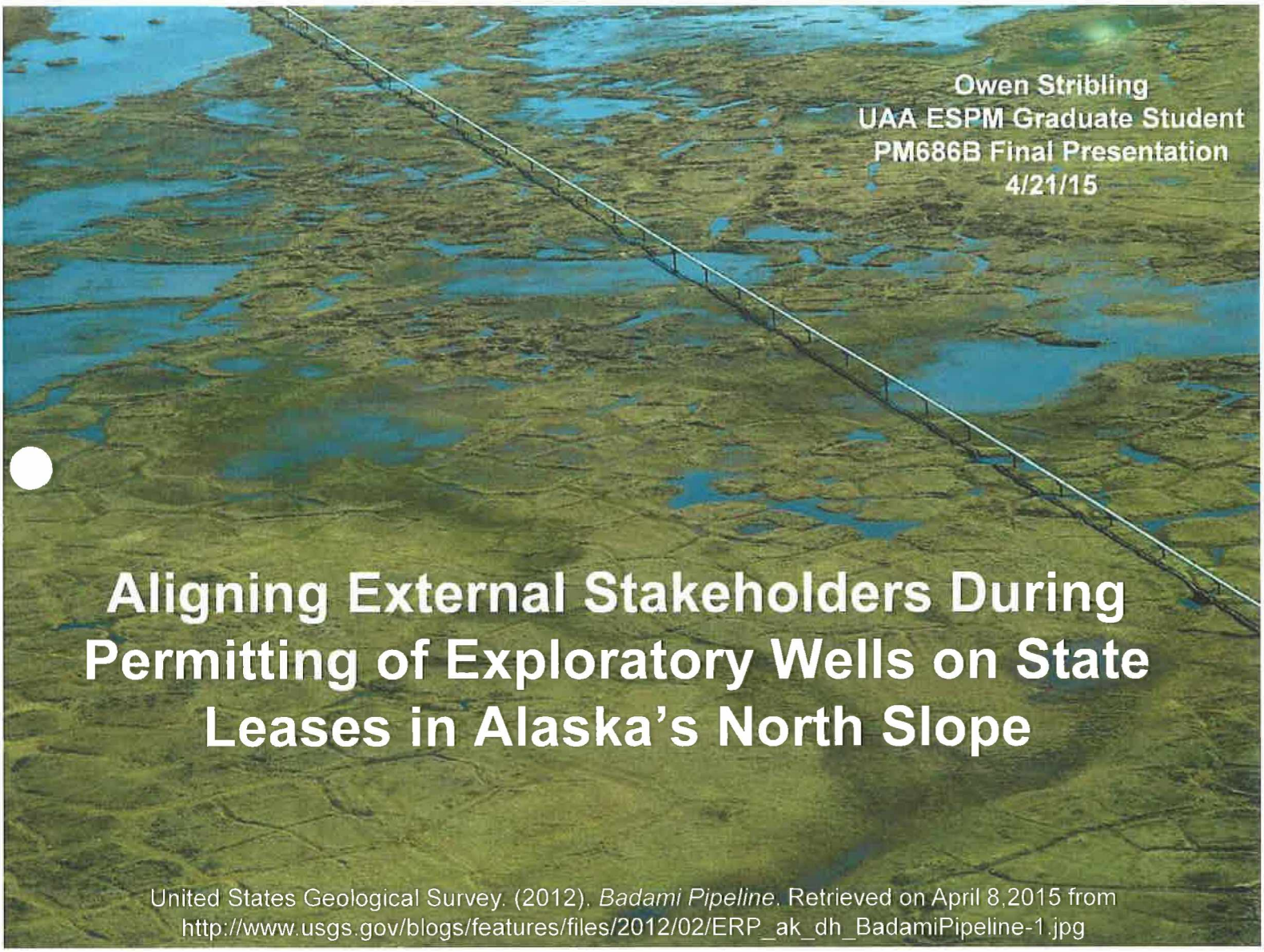
Text Response
I want to minimize impact on working staff in ADF&G, make sure the best, most recent biological information is readily available to inform the decision-making process.
will cause delays
They should let us know what they plan to do after we voice our concerns.
Some activities should not be permitted, to close to subsistence lands and waters
Taken singly, no impact is "major", but the continued expansion of infrastructure is having major effects

Statistic	Value
Total Responses	5

11. Do you have any other thoughts, feelings or concerns you would like to share regarding the permitting process of exploratory oil and gas wells on the North Slope of Alaska?

Text Response
The 1002 area on the Arctic NWR should be open for exploration. Actual development should be an issue dealt with after more information is known about petroleum potential. Good luck convincing Congress to open that area.
not at this time
After we provide comments, we are not sure how those concerns are addressed, if they are even addressed.
It should be stricter, transparent, all stakeholders should have a say- local hunters

Statistic	Value
Total Responses	4



Owen Stribling
UAA ESPM Graduate Student
PM686B Final Presentation
4/21/15

Aligning External Stakeholders During Permitting of Exploratory Wells on State Leases in Alaska's North Slope

United States Geological Survey. (2012). *Badami Pipeline*. Retrieved on April 8,2015 from http://www.usgs.gov/blogs/features/files/2012/02/ERP_ak_dh_BadamiPipeline-1.jpg

Stakeholder Collaboration

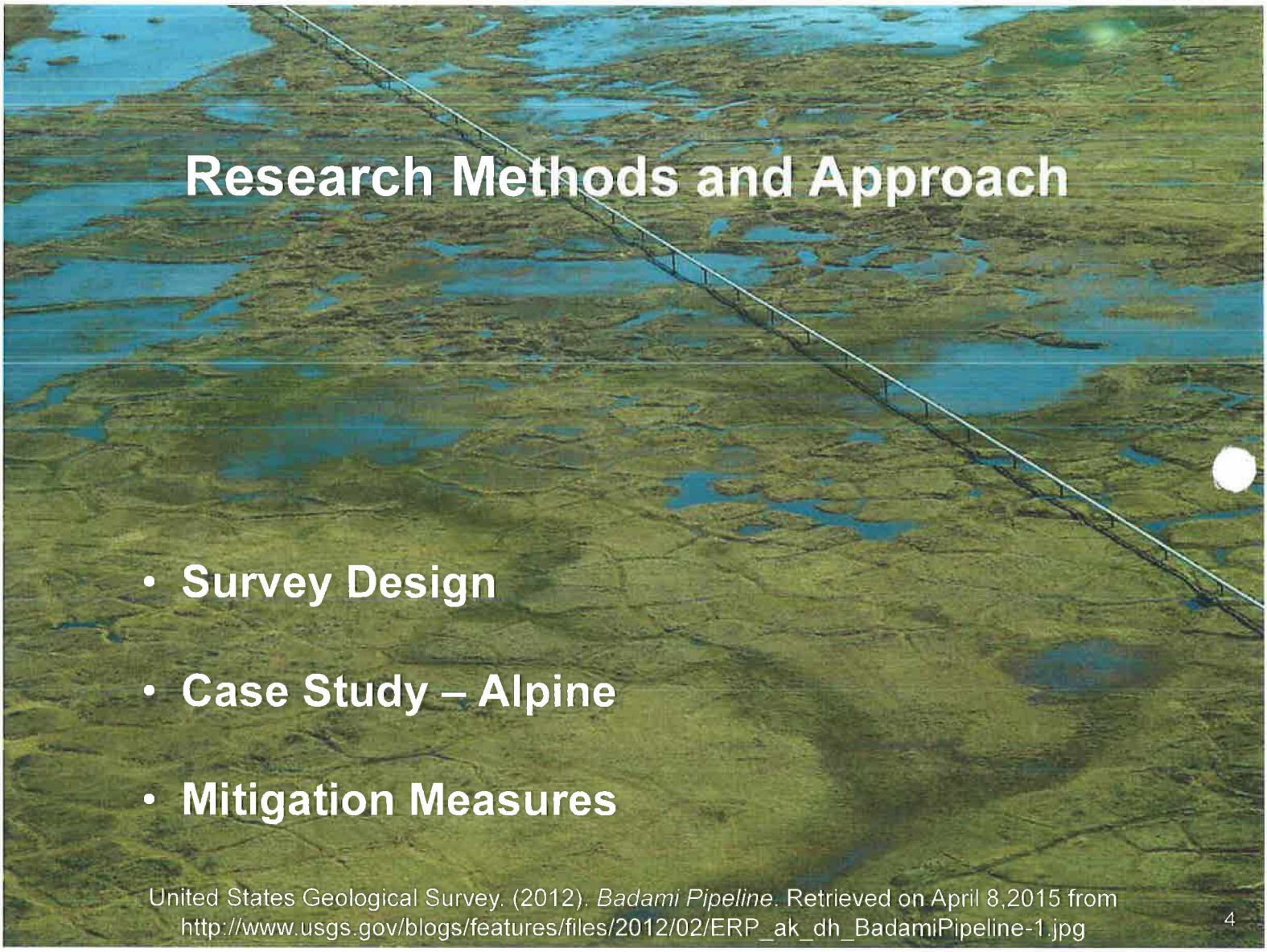
- Resource Extraction Project Concerns
- Project Background
- Why Alignment is Critical

United States Geological Survey. (2012). *Badami Pipeline*. Retrieved on April 8,2015 from http://www.usgs.gov/blogs/features/files/2012/02/ERP_ak_dh_BadamiPipeline-1.jpg

Key Project Stakeholders

- Alaska Department of Natural Resources, Division of Oil & Gas
- North Slope Borough
- Other Agency Officials

United States Geological Survey. (2012). *Badami Pipeline*. Retrieved on April 8,2015 from http://www.usgs.gov/blogs/features/files/2012/02/ERP_ak_dh_BadamiPipeline-1.jpg

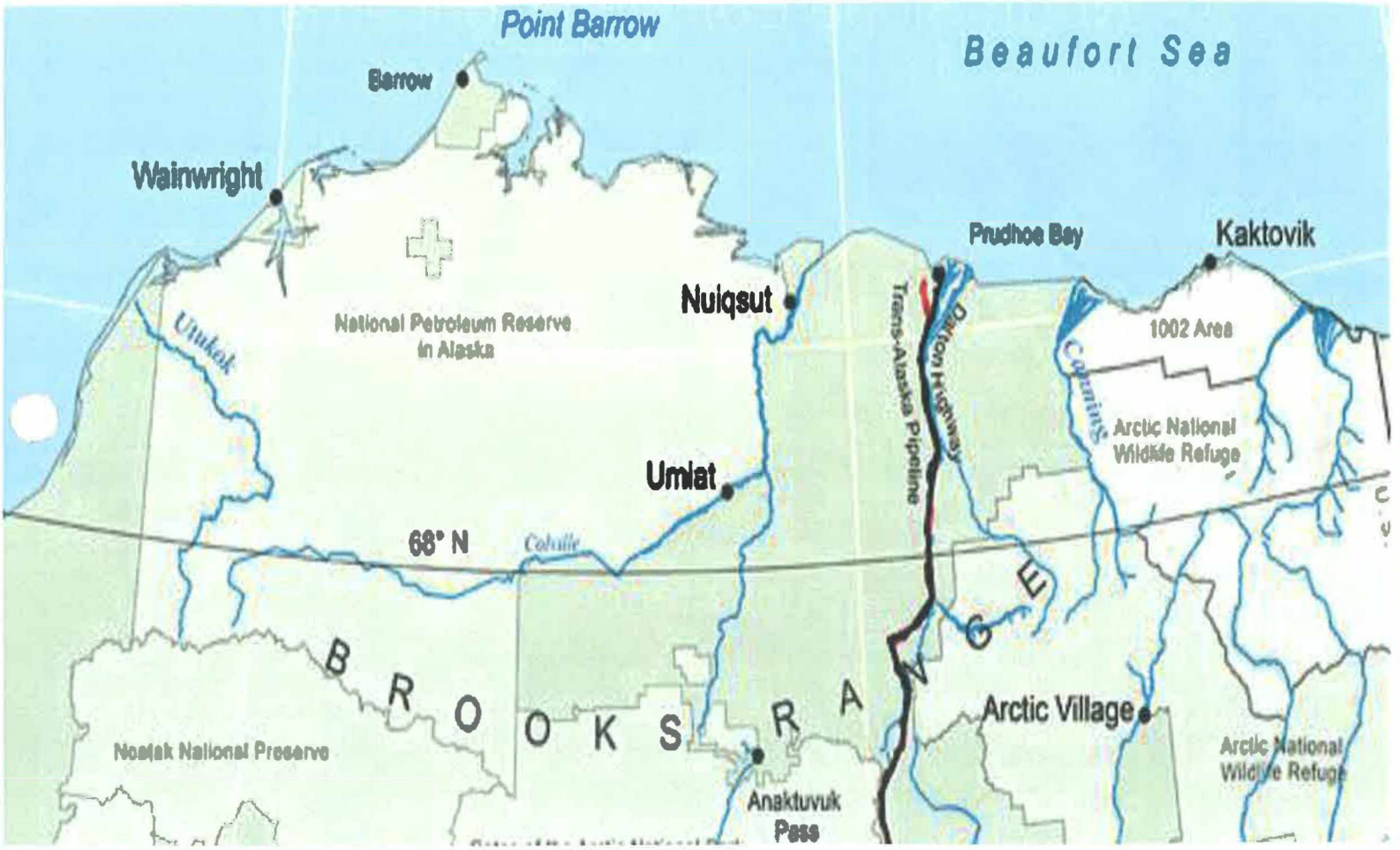


Research Methods and Approach

- Survey Design
- Case Study – Alpine
- Mitigation Measures

United States Geological Survey. (2012). *Badami Pipeline*. Retrieved on April 8,2015 from http://www.usgs.gov/blogs/features/files/2012/02/ERP_ak_dh_BadamiPipeline-1.jpg

North Slope Borough Map



Badurek, C. Appalachian State University. (No date). *Map of Alaska's North Slope.* Retrieved on April 7, 2015 from http://www.countercurrents.org/ayers211210.htm

Anchorage Daily News. (no date). *Barrow Whaling Monument*. Retrieved on April 8,2015 from http://www.adn.com/sites/default/files/styles/ad_slideshow_normal/public/images/topic/arctic/arctic-tour-6.jpg?itok=TH68ZuSF

Stakeholder Communication

- **Project Kickoff Meetings**
- **Gathering Stakeholder Requirements**
- **Project Communication Plans**

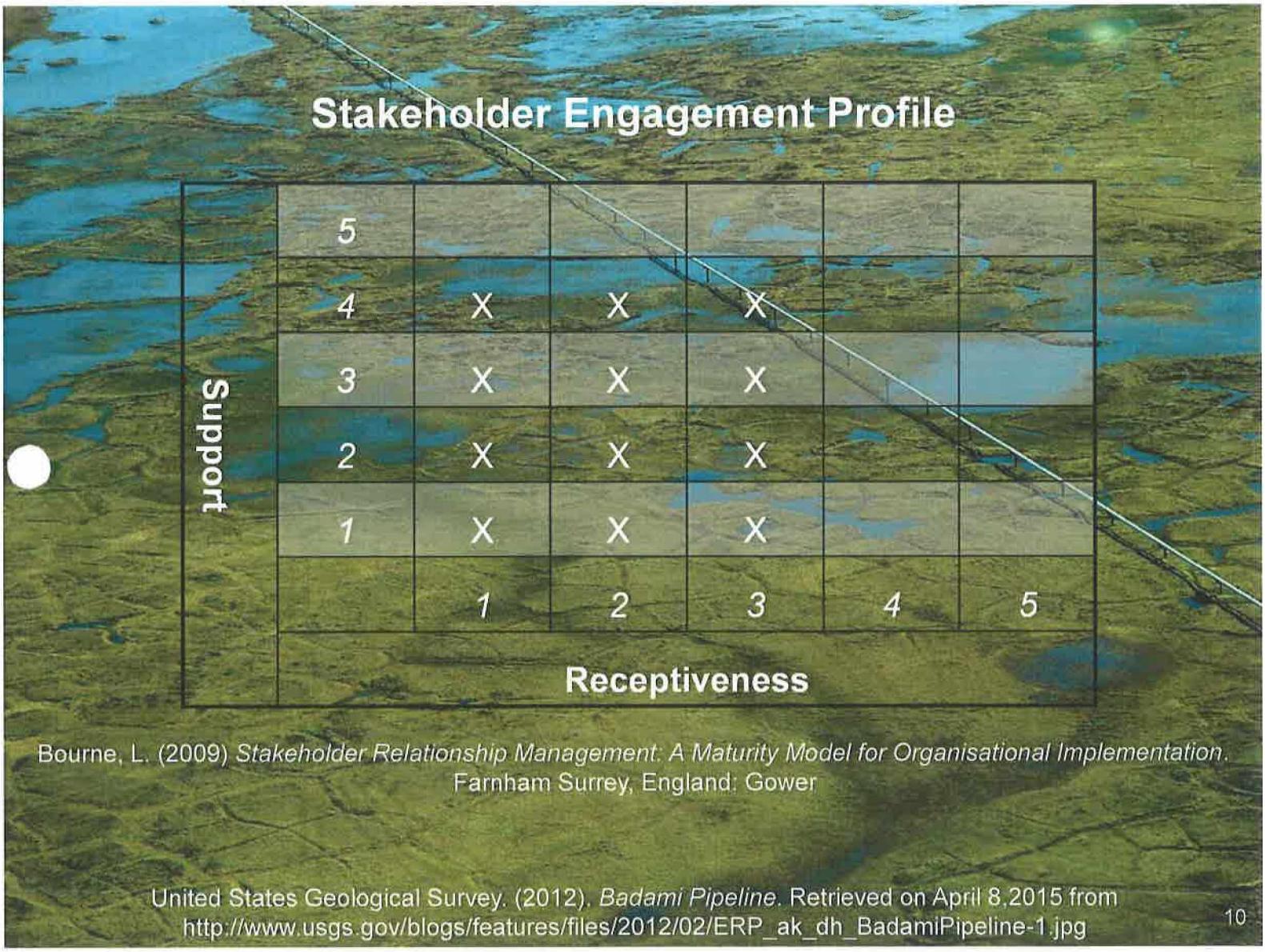
United States Geological Survey. (2012). *Badami Pipeline*. Retrieved on April 8,2015 from http://www.usgs.gov/blogs/features/files/2012/02/ERP_ak_dh_BadamiPipeline-1.jpg

North Slope Borough Employment Status 1998-2010*

Individual HH Member Type of Employment			
Male	Type of Employment	Count	Percent
Employment	Permanent full-time	451	33.7%
	Temporary seasonal	196	14.7%
	Part-time	103	7.7%
	Unemployed	446	33.4%
	Retired	140	10.5%
	Total	1336	100.0%
Female			
Employment	Permanent full-time	497	39.3%
	Temporary seasonal	91	7.2%
	Part-time	120	9.5%
	Unemployed	416	32.9%
	Retired	141	11.1%
	Total	1265	100.0%

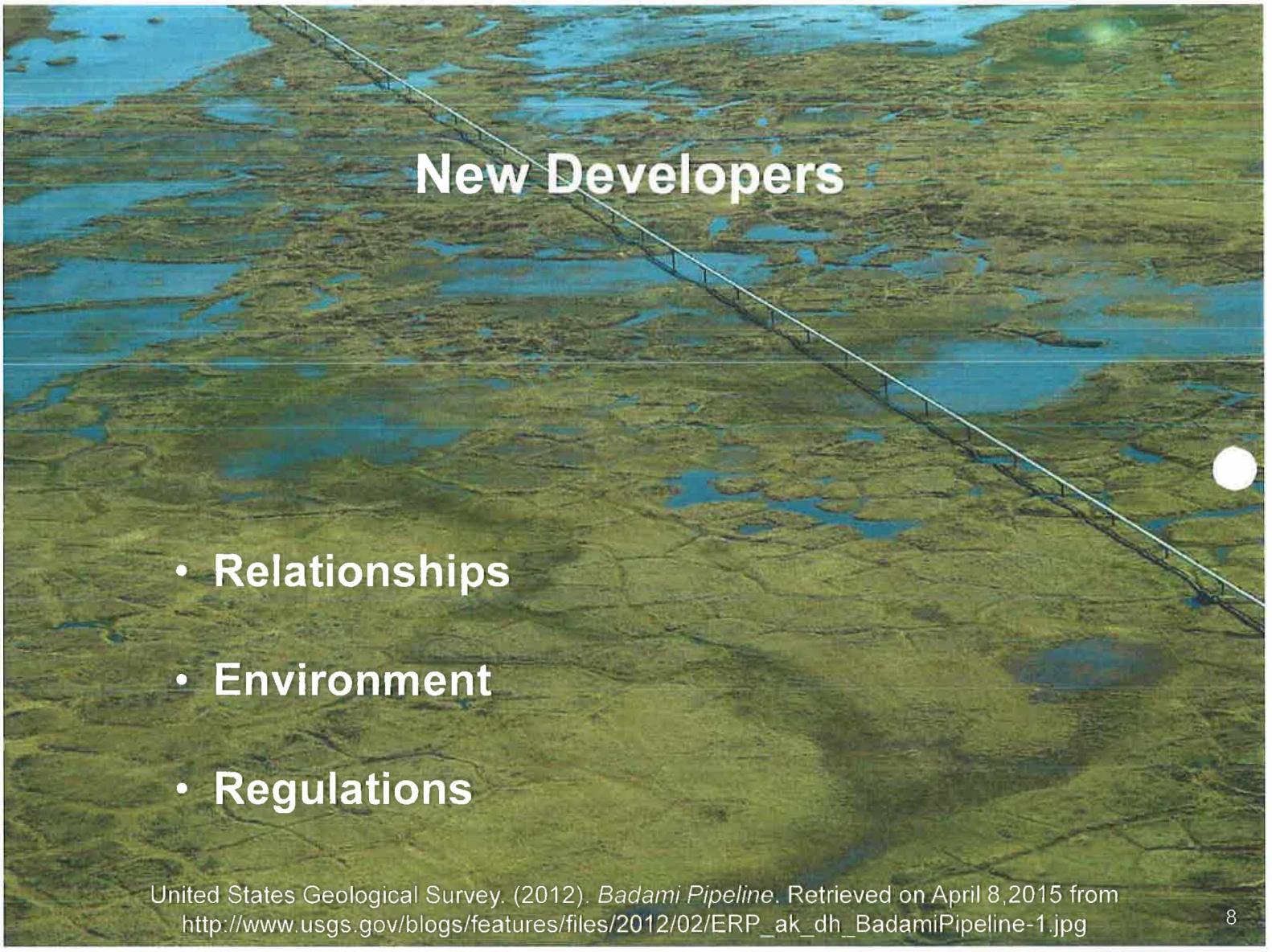
*Sample populations

Callaway, D., Maas, D., Shepro, C. (2010) *The North Slope Borough 2010 Economic Profile and Census Report, Volume 10* Retrieved on November 3, 2014 from http://www.north-slope.org/your-government/census-2010.



Bourne, L. (2009) *Stakeholder Relationship Management: A Maturity Model for Organisational Implementation*. Farnham Surrey, England: Gower

United States Geological Survey. (2012). *Badami Pipeline*. Retrieved on April 8,2015 from http://www.usgs.gov/blogs/features/files/2012/02/ERP_ak_dh_BadamiPipeline-1.jpg

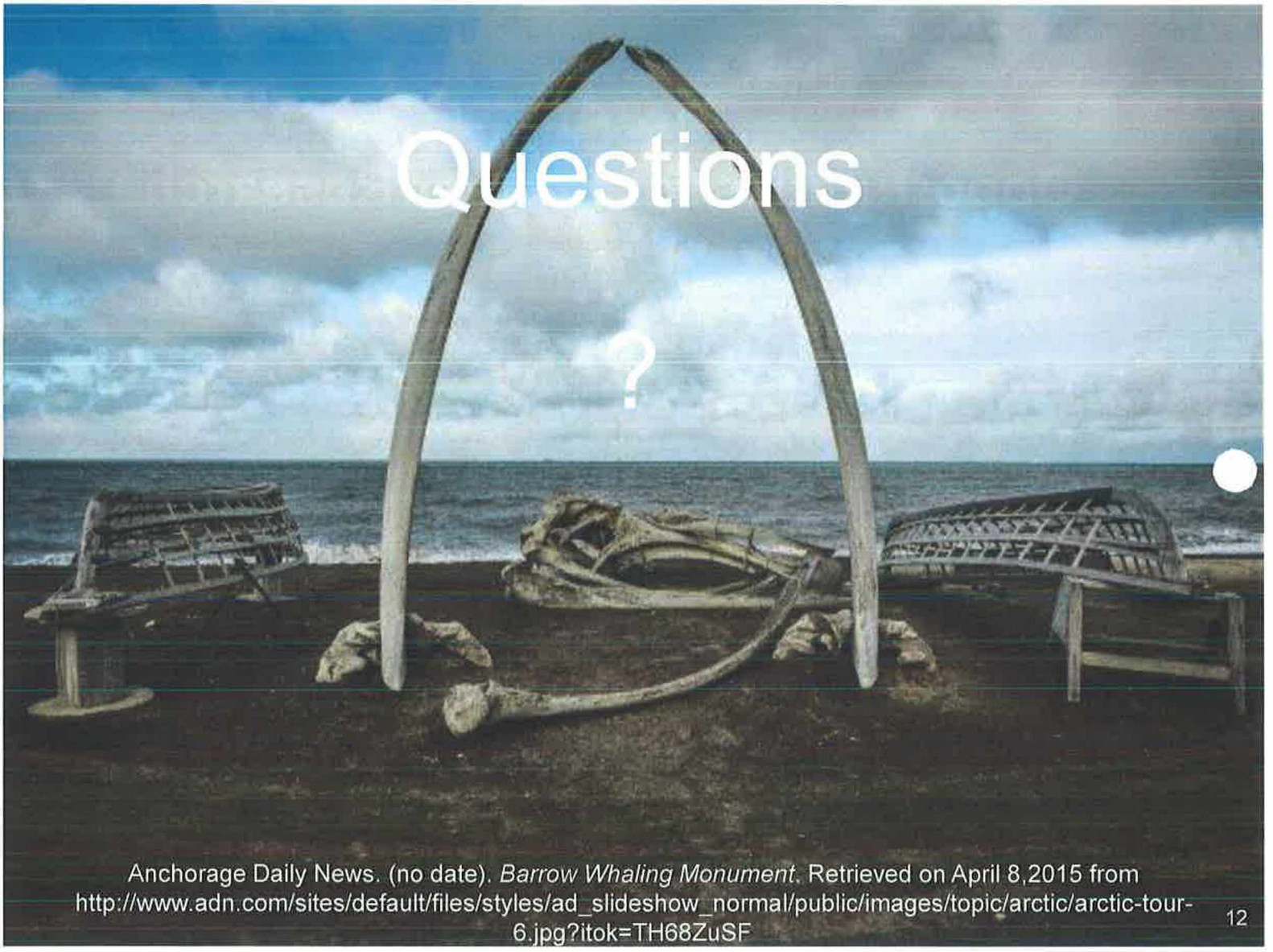


United States Geological Survey. (2012). *Badami Pipeline*. Retrieved on April 8,2015 from http://www.usgs.gov/blogs/features/files/2012/02/ERP_ak_dh_BadamiPipeline-1.jpg

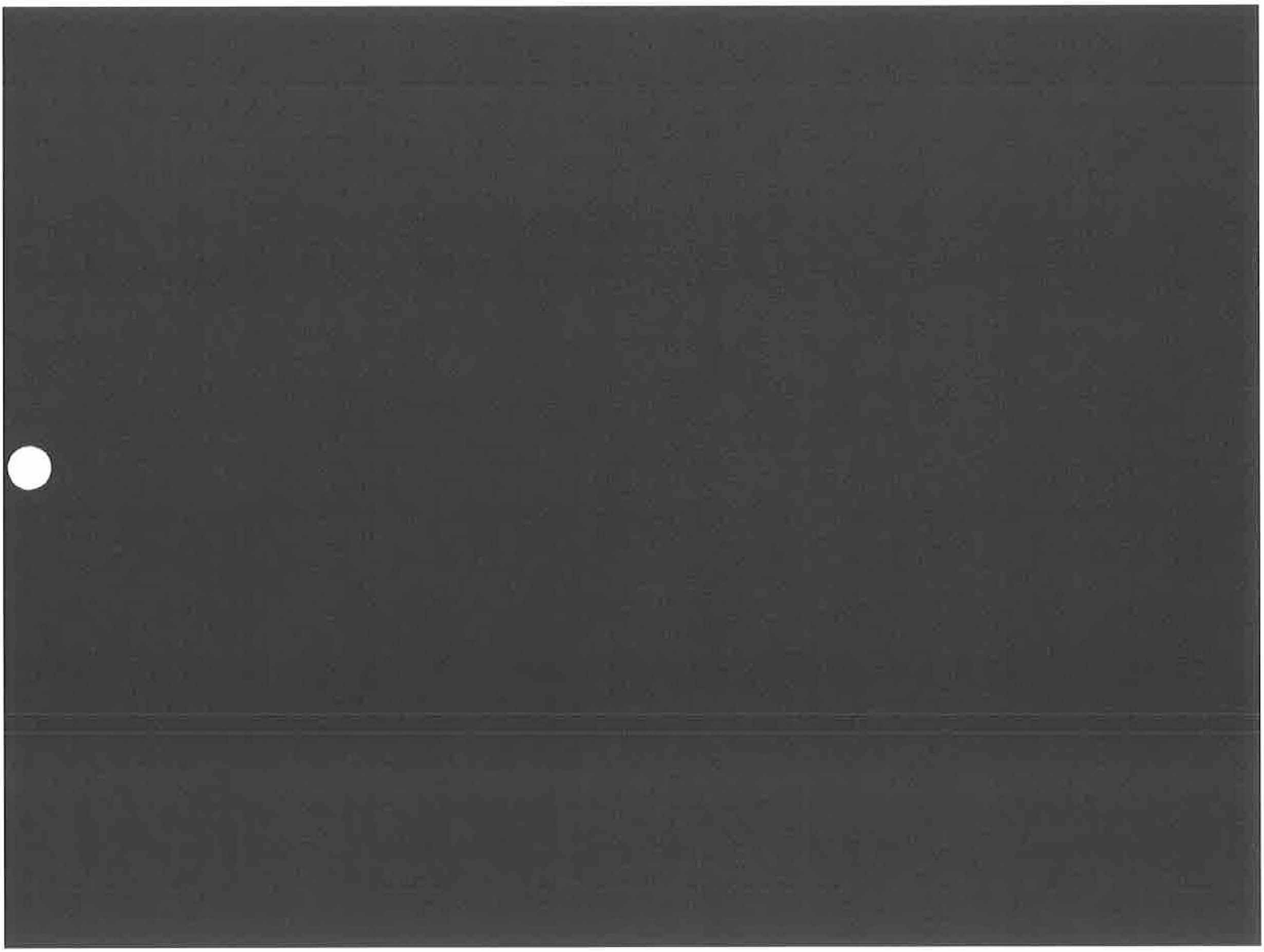
Opportunities for Further Research

- Federal or Offshore Permitting
- Permit Application Timeline
- Low Project Denial Rate

United States Geological Survey. (2012). *Badami Pipeline*. Retrieved on April 8,2015 from http://www.usgs.gov/blogs/features/files/2012/02/ERP_ak_dh_BadamiPipeline-1.jpg



Anchorage Daily News. (no date). *Barrow Whaling Monument*. Retrieved on April 8,2015 from http://www.adn.com/sites/default/files/styles/ad_slideshow_normal/public/images/topic/arctic/arctic-tour-6.jpg?itok=TH68ZuSF



Survey Questions

- **Write in Responses**

What is your number one concern regarding permitting of an exploratory oil or gas well on the North Slope of Alaska?

Text Response

)ustry and the overall review/permitting process are set up and administered efficiently to avoid unnecessary delays.

sufficient agency staff to respond quickly

After we submit comments on where they are having a lease sale, we seem to never hear back. We have to look long and hard at any documents to see if our concerns are met and mitigation measures are in place.

Everything is permitted with stipulation here and there, everything should not be permitted!

Most impacts are considered solely on the basis of a single project, not really cumulatively.

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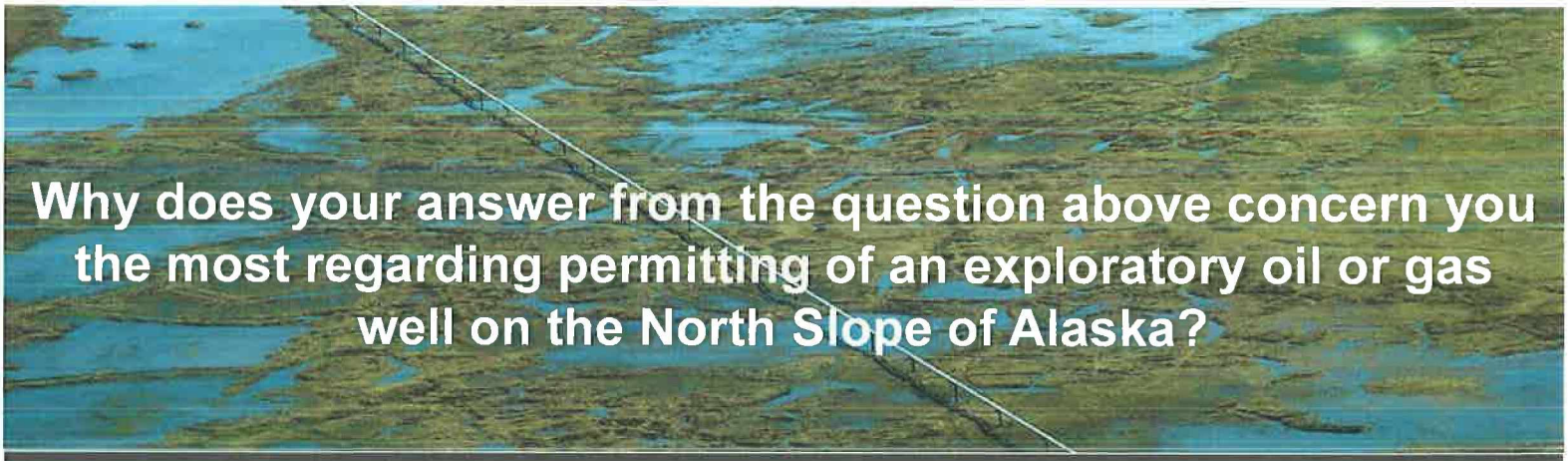

Why does your answer from the question above concern you the most regarding permitting of an exploratory oil or gas well on the North Slope of Alaska?

Text Response

I want to minimize impact on working staff in ADF&G, make sure the best, most recent biological information is readily available to inform the decision-making process.

will cause delays

They should let us know what they plan to do after we voice our concerns.

Some activities should not be permitted, to close to subsistence lands and waters

Taken singly, no impact is "major", but the continued expansion of infrastructure is having major effects

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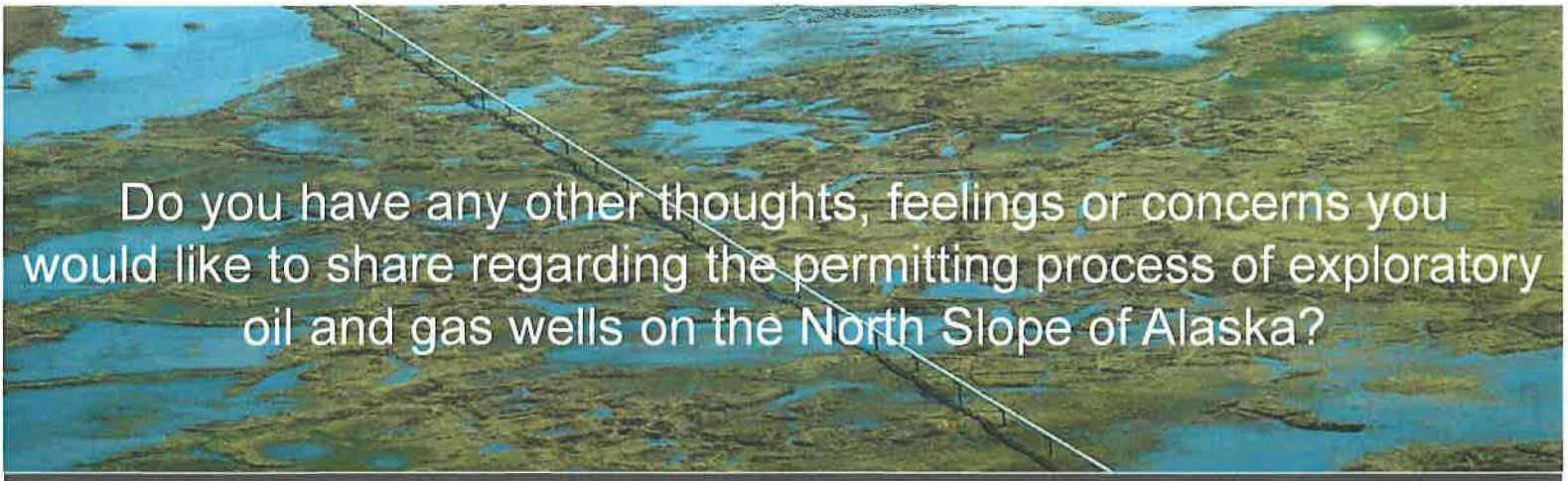

Text Response

.e 1002 area on the Arctic NWR should be open for exploration. Actual development should be an issue dealt with after more information is known about petroleum potential. Good luck convincing Congress to open that area.

not at this time

After we provide comments, we are not sure how those concerns are addressed, if they are even addressed.

It should be stricter, transparent, all stakeholders should have a say- local hunters

United States Geological Survey. (2012). *Badami Pipeline*. Retrieved on April 8,2015 from http://www.usgs.gov/blogs/features/files/2012/02/ERP_ak_dh_BadamiPipeline-1.jpg

Lessons Learned

Throughout the project many opportunities arose to document ways to improve the efficiency, effectiveness and overall project quality. These opportunities have been captured in this lessons learned document.

The most significant lesson learned was that it was quite difficult for the project manager to focus on this project during the planning phase due to the birth of their first child just days after class started. They were prepared for it and scheduled a buffer into the first project tasks around the baby's due date. They also added their scheduled family time along with visits from out of state family traveling to see the baby to the risk register. Planning for and incorporating family events into the project plan and schedule were critical to keeping the project from becoming detrimentally delayed.

When starting a project it is important to not only input all the schedule activities but also to make sure that the baseline and other activities are updated correctly. Roger Hull provided much needed guidance on how to make the project schedule easier to use and report metrics from. The lesson learned was that it should've been done at the beginning of the project prior to setting the initial baseline, instead of being done towards the end.

The project manager took the PM686A of the capstone course in the spring semester so that the project could be executed throughout the summer. However, the project manager delayed starting the survey until right before classes started in the fall due to the lovely Alaskan summer. This unused time was dearly missed and could have potentially avoided having to retake PM686B the following semester. It is recommended to work on your project a little each day throughout the weeks and months. If this occurs updates can be made to all project documents quickly, they'll be correct and they should be complete.

Another major risk that occurred was that the project manager started a new career right after PM686A was completed. This change while very exciting made things difficult due to the new adjustment to a standard eight to five Monday through Friday work schedule and having a newborn at home. The old work schedule was flexible so project work could be done at home. The new schedule required more pre-planning of project work hours around work, play, meal and nap times.

The project manager thought about their current project management area of expertise which is stakeholder collaboration and tried to come up with a relevant stakeholder project within that knowledge area. A project was selected in the oil and gas industry due to their desire to be employed by that industry. Choosing a project that the project manager was truly passionate about made the process very enjoyable.

Choosing a project in an industry you don't work directly in presents a number of unique challenges such as trying to get a project sponsor and not having direct access to information that is critical to the project. Selecting which path to work towards, research or product based, prior to the first day of PM686A would've been very helpful. Having a project sponsor list their requirements for the project most likely would have eliminated some aspects of scope creep that this project saw. Although this step is required, this researcher found it rather difficult to gain a project sponsor even though a key project stakeholder agreed to be a committee member. Their recommendation is to not only select a project topic prior to starting 686A, but also to secure a project sponsor as well. If you aren't doing your project as part of your job or in a field you are extremely familiar with then starting this step at least three months prior to the first class session is advised.

Listening and probing techniques could've been better utilized during interviews with subject matter experts. The first interview consisted of a regimented agenda where the project manager asked too many closed ended questions. For the following interviews techniques were used that were honed in the stakeholder collaboration course. Open ended questions were asked and then follow up questions. Also, side talks occurred about successes, then failures and even some hobbies and family questions. With the later interviews relationships were started which allowed for multiple visits or follow up communications. The failure of the initial interview was a very important teaching moment which the researcher learned from. It is important to keep your mind open, even when you think you have the answer.

When an activity has been completed it is important not to just analyze the results, but to also reflect back on the method and approach for how the activity was completed. By looking at an activity in this 360 degree view one can

quickly determine what might have been done differently to produce different results. This process also lends itself to determining root causes of issues that arose during the project. This method led to the identification of the main lessons learned throughout the course of this project.

The project manager should have taken advantage of more in class resources and stakeholders. Towards the very end of the planning phase the project manager was approached by two fellow students that were very supportive of the project that was trying to be executed. These two students provided the spark that reinvigorated work on the project and to be more open to different methods. It was then that the project switched from product based to research based.

You shouldn't rely too heavily on the results of a survey to provide the majority of your project's research data. Many issues can arise when surveying stakeholders such as not getting enough responses, not collecting meaningful data, potential issues with IRB approval and skewed data because the survey wasn't sent out to subject matter experts.

Survey response rates improve when someone the respondent knows send them the survey, especially if it's an electronic one. This should cut down on the amount of times the survey is deleted by a respondent or their spam filter. Questions can be asked at this time to find out any security features candidates might have in place on their computer or phone. If this method had been utilized on this project a spam filter would've been identified that intercepted the first round of electronic surveys during the execution of this project.

Prior to sending out a survey, the questions should be checked by advisors and peers. Once the questions are checked they should then be sent out to a small sample group of peers or stakeholders that wouldn't mind giving feedback on the survey design. This extra quality assurance and control should mitigate the risk associated with poorly designed or worded survey questions.
If you make a change to your survey it is highly recommended that you don't go back into IRBnet.org and modify your project, especially if it has already been approved. This can lead to multiple updates and communications back and forth with the UAA IRB department instead of spending that valuable time on your project.

Another large risk was planned around that involved an in town move during the completion of the final report. This risk was difficult to mitigate due to the long hours needed for data analysis, verification and writing the paper without having a dedicated study space at the project manager's in-laws home. A study nook was secured which allowed work on the paper to continue on week nights while day time during the weekends was dedicated to moving. This scheduled time for both activities made it possible to finish the paper on time.

Make sure that when writing the report that it is a technical paper but with a five paragraph essay style to it. It is important to tell the project story and not just to spit out data. This was very helpful information that led to the creation of a successful project report.

Had all of these lessons learned been known in advance and planned for accordingly this project would've gone much smoother and potentially PM686B could have been completed in the fall of 2014 instead of in the spring of 2015 with quality work and a passing letter grade.

Selected Knowledge Areas and Their Measurement

1. **PM686A - Stakeholder Management/Collaboration:** The reason this project is being done is to see if and how project management tools and techniques can better align stakeholders during the permitting process. Stakeholder management and collaboration are a part of most of the work packages in this project. Creating a stakeholder register and requirements traceability matrix will be essential to monitor and control stakeholder engagement during the project. It will contain their contact information, requirements and current level of power and interest in the project. Stakeholders that are identified early on in the project will have a chance to give their input on the questions and design of the North Slope exploratory well stakeholder alignment during permitting survey. The stakeholder register will be used to match each stakeholder with the way they will be asked to take the survey. A link to the electronic survey will be sent via email, if email is the stakeholders preferred communication vehicle. If their preferred method is by telephone I will call them and see if they want me to send them a link to the survey electronically but I will talk them through it so no frustration occurs. If they prefer to take the survey in person I will print off the survey and administer it in person if possible. For stakeholders outside of Anchorage I will attempt to email or fax the survey and then call them to talk them through it if they prefer to take the survey in person. This will not be ideal but it is the best that can be done given the project scope.

   PM686A - Measuring Stakeholder Management: As this project progresses the project manager will identify project delays and rework related to stakeholder requirements and communications that make changes to the original plan in status briefings to the advisory committee. The stakeholder collaboration will be measured in green, yellow and red status based on the amount of project delays and or rework to the original plan.
   - Green – Project is delayed by 2 days or less
   - Yellow – project is delayed by 3-4 days
   - Red – Project delayed by 5 days or more

   a. **PM686B - Stakeholder Management/Collaboration:** Through targeted interviews and surveys of subject matter experts during the fall 2014 semester I was able to collect some data regarding stakeholder relations during permitting of exploratory wells, on the North Slope of Alaska, located on state land. Through the survey process I was unable to gather the kind and quantity of data necessary to support my project's scope statement. After meeting with my project advisor it was recommended that I defer PM686B until the spring 2015 semester. I took her advice and regrouped on my plan to gather research data for my project.

      In order to properly fulfill the scope of my project researching and analyzing multiple project plans that companies have submitted as part of the permitting process prior to exploration activities needed to be completed. I found the most recent plans, 2014-2015, on the DNR DO&G website. However this only gave me four plans to review and the public comments weren't available online. Further research lead to the DNR public records request process which allows the public to request state information that is currently, or was at one time public knowledge. This semester I plan to incorporate some of the information gathered during the surveys and combine it with the ten exploration plans, from 2011-2014, gathered from the Alaska Department of Natural Resources (DNR) Division of Oil and Gas (DO&G).

      PM686B - Measuring Stakeholder Management: By effectively collaborating with my advisory committee and DNR DO&G I have been able to collect meaningful data that I can start to analyze in preparation for writing my research paper. I've also contacted my external committee member Paul Daggett and asked him about his willingness and ability to assist me with evaluation of my project deliverables along with being present during my final presentation. While he was willing to help me it made more sense to remove him from my committee and replace him with a UAA MSPM faculty member that is available most of the time and who will be present for the final

presentation. Although stakeholder management can be hard to quantify, through the update of my stakeholder register and communication with my stakeholders tracking will take place. I will track how many additional stakeholders need to be added to the stakeholder register from 2/12/15 until project completion. The following definitions will be used for measurement:

- 0-2 stakeholders - Good
- 2-4 stakeholders - Acceptable
- 4 or more stakeholders - Not acceptable

2. **PM686A - Scope Management:** The scope of this project will be managed by giving the project advisory board members status briefings every three weeks and the project advisor and industry expert on the committee status briefings every one to two weeks depending on progress or lack thereof. During these briefings the project will be discussed at length and change management will be planned to mitigate scope creep throughout the life of the project. Due to the size and complexity of the permitting process of oil and gas projects on the North Slope of Alaska it is vital to continue to narrow the project scope until it is able to be completed within the time constraint with only one dedicated resource. In order to measure this knowledge area change management will need to be looked at as well. If the scope of the project is narrow and focused then changes to the project will be few, if the scope is not well defined and too broad then changes to the project will be many as the scope is narrowed.

   Measuring Scope Management:
   As this project progresses the project manager will identify any changes in scope to the original plan in status briefings to the advisory committee. The scope will be measured in green, yellow and red status based on the amount of scope creep or changes to the original plan each month.

   - Green – 1 or fewer scope changes to original plan monthly
   - Yellow – 1-2 scope changes to the original plan monthly
   - Red – 3 or more scope changes to the original plan monthly

   a. **PM686B - Scope Management:** I discussed much of my scope management plan above under the stakeholder management section. My previous plan for scope management consisting of monitoring and controlling my scope every two weeks and adjusting my scope statement and project management plan was not working. This semester my change management plan has been updated to reflect the scope change involving getting the majority of my research data from DNR DO&G. Through a more active change and risk mitigation process, involving review every two weeks, should mitigate the large amounts of scope creep my project has had over the past year. With scope creep mitigated my schedule should stay relatively close to the baseline task durations from now on which will result in on time and successful completion of the project.

   Measuring Scope Management: The number of change requests that occur from 2/12/15 through the end of the project will be the main measure of how successful my scope management procedure is. The following definitions will be used for measurement:

   - 0 change requests - Good
   - 1-2 change requests - Acceptable
   - 3 or more change requests - Not acceptable

3. **PM686A - Time Management:** The project schedule will be monitored and controlled throughout the duration of the project. For each deliverable a duration has been established to complete it. If the deliverable is completed on time that task will be assigned a green color. If the deliverable is completed within one work week of the scheduled date it will be assigned a yellow color. When a task falls into the yellow category it will be monitored more closely and crashed if necessary. Crashing a task means that the project manager will give it full attention until it is back into green status. If the deliverable falls behind

schedule by more than one week it will be assigned a red color. When a task falls into the red category a change must be implemented using the change management plan. If the task is on the critical path it must be crashed. If the task is not on the critical path it will be rescheduled to a time that it can be done in parallel with another non critical task if possible.

Time Management Measurement
Time management will be measured in green, yellow and red status based on how far behind the original project duration the project is.

- Green – 1 week or less extended duration
- Yellow – 1 to 3 weeks extended duration
- Red – 3 weeks or more extended duration

a. **PM686B - Time Management:** As mentioned above the schedule was not properly built and maintained for tracking purposes. Without proper baselines it will be difficult to determine how far ahead, behind or on track the project is in relation to the plan. Variance of non-completed tasks, as of February 5th, to the baseline established on the same day will be the main measure of how the project is doing. It is extremely important to know when tasks are slipping as time is the main constraint on this project. With the data collection phase complete the remaining tasks don't have as many risks associated with them so I plan to have more direct control over time management throughout the remaining duration of the project.

Measuring Time Management: The number of late submissions that occur, starting with the submission of PPM1, will be the main measure of how successful my time management procedure is. The following definitions will be used for measurement:

- 0 late submissions - Good
- 1 late submission - Acceptable
- 2 or more late submissions - Not acceptable

4. **PM686A - Change Management:** This project relies on establishing an effective change management system to capture suggested changes, review the changes for necessity, and to implement the changes once they are approved. Without this system in place measuring other knowledge areas would be impossible since the measurement systems set up in those subsidiary plans involve tracking the number of change requests that occur during the project.

Change request process

Step	Description
Generate	Project manager, advisory board member or external stakeholder suggests a change request verbally or in writing to the project manager
Log	The project manager enters the change request into the change request log. The change request's status is updated throughout the change request process as needed.
Evaluate	The project manager reviews the change request and provides an estimated level of effort to process, and develop a proposed solution for the suggested change.
Authorize	Approval to move forward with incorporating the suggested change into the project/product.
Implement	If approved, make the necessary adjustments to carry out the requested change and communicate change request status to the advisory board and other stakeholders.

Change Request Form and Change Management Log

Element	Description
Date	The date the change request was created.

Change request #	Assigned by the project manager.
Title	A brief description of the change request.
Description	Description of the desired change, the impact, or benefits of a change should also be described.
Submitter	Name of the person suggesting the change request.
Phone	Phone number of the submitter.
E-Mail	Email of the submitter.
Priority	A code that provides a recommended categorization of the urgency of the requested change (High, Medium, Low).

Measuring Change Management: The number of change requests that occur from 2/12/15 through the end of the project will be the main measure of how successful my change management procedure is. The following definitions will be used for measurement:

- Green - 0 change requests
- Yellow – 1-2 change requests
- Red – 3 or more change requests

a. **PM686B - Communications Management (changed selection from PM686A):** The change request and implementation log have been updated and now include a column for how to notify certain stakeholders of approved changes. The more information is shared the fewer questions stakeholders will have. I have also established bi-weekly meetings with my advisor to go over updates to my project and communicate issues that have come up.

Measuring Communications Management: Timely and proper communication is extremely important to the success of a project. Therefore this project will use the following definitions for measurement:

- 7-8 points on stakeholder/communications in PPM submissions - Good
- 5-6 points on stakeholder/communications in PPM submissions - Acceptable
- 5 points or less on stakeholder/communications in PPM submissions - Not acceptable

Using Project Management to Align External Stakeholders during Exploratory Well Permitting in State Leases on the North Slope

PM686A - ESPM Final Project Management Plan

Spring 2014

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Abstract

Natural resource extraction projects can have a polarizing effect on stakeholders. Oil and gas projects that take place on the North Slope of Alaska are no exception. Not taking the time to build long term relationships with important stakeholders, and collaborate with them, throughout the project can amplify this problem and create many more. This project was designed to research if, and if so how, alignment of external stakeholders is planned for. Past project plans were examined to extract lessons learned and best practices. A literature review was conducted to find other improvement ideas. Project management tools and techniques were gleaned and recommendations have been made on ways to align external stakeholders during the exploratory well permitting process.

Project objectives

The objectives of this project are:

- Producing meaningful results from research that benefit oil and gas stakeholders.
- To capture subject matter experts knowledge on this topic through an electronic survey.
- To research and analyze what methods have been used in the past to align stakeholders during exploratory well permitting. Then using the findings to draw conclusions on potential project management techniques to mitigation stakeholder conflict during the exploratory well permitting process.
- Showing mastery of the project management processes and knowledge areas.

Stakeholder identification and analysis

Stakeholders were identified in a variety of different ways. Some were identified because they are directly involved with the North Slope oil and gas permitting process. Others were identified because they are subject matter experts within the oil and gas industry, project management or both. Most of the community stakeholders were identified by asking the subject matter experts that were originally approached; "who else I should be talking to." The internet provided more state and local oil and gas permitting officials and their contact information. By continuing to expand the stakeholder circle this project has grown in complexity but it will ensure the integrity of the results that are found.

Each stakeholder has an area of interest and a preferred communication method. Email is the most common method, but some prefer phone calls or a face to face visit. The oil and gas permitting subject matter experts will be the first to be analyzed as this project is meant to help them avoid scheduling delays. Then the permitting agencies and commissions will be analyzed to determine their requirements. Finally the community stakeholders will be analyzed to figure out there needs. When the research and survey are complete all of the stakeholder requirements will be compiled and the results presented along with possible solutions of which project management tools can best align stakeholders during the exploratory well permitting process.

Project scope statement

The scope of this project is to research how to prevent external stakeholders from causing schedule delays to North Slope oil and gas exploratory well projects during the permitting phase on state lands. Research will be gathered from sources such as exploration project plans, oil & gas journals, industry white papers, online resources and books. A handful of stakeholders that are affected by the North Slope oil and gas permitting process will be interviewed to determine the major causes of project delays during permitting. Then a survey will be created to capture how stakeholder alignment has or has not occurred, and what caused the alignment or lack thereof. The survey results will then be compiled, analyzed and recommendations will be put into the final paper at the end of the project. Included in the work is creating the following: project abstract, stakeholder register, requirements traceability matrix (RTM), literature review, risk register, work breakdown structure (WBS), project scope statement, project charter, project management plan including plans for all ten knowledge areas, set of key performance indicators to measure progress in the four major areas of focus, three page paper referencing lessons learned, final project paper, and two PowerPoint presentations.

This project will include all PM686A and PM686B course deliverables. The final deliverable of this project will consist of writing a paper with recommendations based on the stakeholder research findings. This paper should have some insights into project management best practices to align external stakeholders during the exploratory well permitting process.

The project's scheduled duration is from January 17, 2014 to April 21, 2015 with the following milestones:

- Stakeholder register by February 28, 2014
- Survey layout completed by March 28, 2014
- Internal Review Board approval by April 4, 2014
    - Modifications approved by February 5, 2015
- Complete project management plan by April 11, 2014
- Advisory board checkpoint for project feasibility on April 16, 2014
- Project management plan presentation by April 29, 2014
- Compile and analyze survey results by November 1, 2014
- Research paper draft by November 7, 2014
- Make recommendations based on research and survey along with documenting project lessons learned by March 1, 2015
- Submit final project paper and all deliverables by Apr. 15, 2014
- Give final project presentation by April 21, 2015

Product scope statement

Some research will be gathered through a Qualtrics online survey. Once the research has been gathered it will be compiled and recommendations will be made on which project management tools and techniques will provide the greatest benefit during these projects. This will involve the following: interviewing stakeholders to find out what questions to ask, choosing the survey questions, creating the survey, getting IRB approval, administering the survey and compiling the results.

- Survey layout completed by March 28, 2014
- Internal Review Board approval by April 4, 2014
    - Final modifications approved by February 5, 2015
- Finish administering survey by February 27, 2015
- Compile and analyze survey results by March 20, 2015
- Make recommendations based on survey results by April 10, 2015

Stakeholder collaboration plan

Introduction

For this project, stakeholder collaboration will ultimately be the responsibility of the Project Manager. However the advisory committee and subject matter experts, through their experience and judgment, will have the authority to suggest to the Project Manager to add additional stakeholders to be involved with the project. The project manager, sponsor, advisory board and stakeholders will establish and approve documentation for measuring project stakeholder collaboration which includes deliverable work performance measurements.

The project manager will meet with various stakeholders to create the following documents:

- Stakeholder register
- Requirements traceability matrix (RTM)
- Communications plan

The stakeholder collaboration plan will involve taking the information from these documents and expanding on the initial stakeholder register, RTM and communications plan. Stakeholders will be continuously added and some might be removed throughout the life of this project. This will allow for the correct stakeholders to be involved at the right time.

Stakeholder Collaboration Measurement

As this project progresses the project manager will identify project delays and rework related to stakeholder requirements and communications that make changes to the original plan in status briefings to the advisory committee. The stakeholder collaboration will be measured in green, yellow and red status based on the amount of project delays and or rework to the original plan.

- Green – Less than a three day project delay or less than two change requests submitted in one month
- Yellow – Three to five day project delay or between two to three change requests submitted in one month
- Red – Greater than a five day project delay or more than three change requests submitted in one month

Scope management plan

Introduction
For this project, scope management will ultimately be the responsibility of the Project Manager. However the advisory committee and subject matter experts, through their experience and judgment, will have the authority to guide the Project Manager to change the scope of the project. The scope for this project is defined by the Scope Statement and Work Breakdown Structure (WBS). The project manager, sponsor, advisory board and stakeholders will establish and approve documentation for measuring project scope which includes deliverable work performance measurements. Proposed scope changes may be initiated by the project manager, stakeholders or any member of the advisory board. All change requests will be submitted to the project manager who will then evaluate the requested scope change. Upon approval of scope changes by the project sponsor or manager, the project manager will update all project documents and communicate the scope change to all stakeholders.

Roles and Responsibilities
The project manager, sponsor and advisory board will all play key roles in managing the scope of this project. The project manager and board members must be aware of their responsibilities in order to ensure that work performed on the project is within the established scope throughout the entire duration of the project. The table below defines the roles and responsibilities for the scope management of this project.

Advisory Board
- Evaluate need for scope change
- Advise project manager for or against scope changes

Owen Stribling: Project Manager
- Measure and verify project scope
- Facilitate scope change requests
- Facilitate impact assessments of scope change requests
- Communicate outcomes of scope change requests
- Update project documents upon approval of all scope changes

Scope Verification
As this project progresses the project manager will verify interim project deliverables against the original scope as defined in the scope statement and WBS. Once the project manager verifies that the scope meets the requirements defined in the project plan, the project manager will accept the deliverables. This will ensure that project work remains within the scope of the project on a consistent basis throughout the life of the project.

Scope Measurement
As this project progresses the project manager will identify any changes in scope to the original plan in status briefings to the advisory committee. The scope will be measured in green, yellow and red status based on the amount of scope creep or changes to the original plan each month.

- Green – One or fewer scope changes to original plan monthly
- Yellow – More than one but less than three scope changes to the original plan monthly
- Red – More than three scope changes to the original plan monthly

Time management plan

Introduction
Managing time will be one of the most important and difficult aspects of managing this project. With only one resource it is easier for work packages to be changed and for tasks to be delayed. The project manager will be responsible for creating a Gantt chart to monitor the project's schedule. The project manager is also responsible for updating the chart when approved work package changes occur.
The time management plan is directly tied to the risk management, stakeholder management and communication management plans. Tasks will continually extend past their planned durations without constant communication with stakeholders that have the industry knowledge and connections needed to complete the project.

Time Management Measurement
Time management will be measured in green, yellow and red status based on how far behind the original project duration the project is.

- Green – One week or less extended duration
- Yellow – More than one week but less than three weeks extended duration
- Red – Three weeks or more extended duration

The project advisory board will provide guidance on critical path tasks that have risks associated with them that might extend their planned duration.

Risk management plan

Introduction
This Risk Management Plan defines how risks associated with stakeholder alignment during the permitting of an exploratory well project will be identified, analyzed, and managed. It outlines how risk management activities will be performed, recorded, and monitored throughout the lifecycle of the project and provides templates and practices for recording and prioritizing risks.

Risk Management Procedure
The project manager working with the advisory committee will ensure that risks are actively identified, analyzed, and managed throughout the life of the project. Risks will be identified as early as possible in the project so as to minimize their impact. The steps for accomplishing this are outlined in the following sections. The project manager will serve as the risk manager for this project.

Risk Identification
Risk identification will involve the project manager, appropriate stakeholders, and will include an evaluation of environmental factors, the project management plan and any other areas that can cause a significant risk. Careful attention will be given to the project deliverables, assumptions and constraints to identify potential risks.

A Risk Management Log will be generated and updated as needed and will be stored electronically in the project documents.

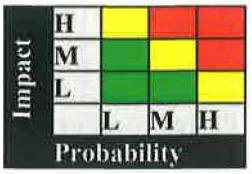
Risk Analysis
All risks identified will be assessed to identify the range of possible project outcomes. Qualification will be used to determine which risks are the top risks to pursue and respond to and which risks can be ignored.

Qualitative Risk Analysis
The probability and impact of occurrence for each identified risk will be assessed by the project manager, with input from advisory committee members using the following approach:

Probability

- High – Greater than 70% probability of occurrence.
- Medium – Between 30% and 70% probability of occurrence.
- Low – Below 30% probability of occurrence.

Impact



- High – Risk that has the potential to greatly impact project schedule or product deliverable.
- Medium – Risk that has the potential to slightly impact project schedule or product deliverable.
- Low – Risk that has relatively little impact on schedule or product deliverable.

Risks that fall within the RED and YELLOW zones will have risk response planning which may include both a risk mitigation and a risk contingency plan.

Quantitative Risk Analysis
Analysis of risk events that have been prioritized using the qualitative risk analysis process and their effect on project activities will be estimated, a numerical rating applied to each risk based on this analysis, and then documented in this section of the risk management plan.

Risk Response Planning
For each major risk, one of the following approaches will be selected to address it:

- **Avoid** – eliminate the threat by eliminating the cause
- **Mitigate** – Identify ways to reduce the probability or the impact of the risk
- **Accept** – Nothing will be done
- **Transfer** – Make another party responsible for the risk

For each risk that will be mitigated, the project manager will identify ways to prevent the risk from occurring or reduce its impact or probability of occurring. This may include adding/deleting tasks from the project schedule, adding resources, or other approved change control methods. For each major risk that is to be mitigated or that is accepted, a course of action will be outlined for the event that the risk does materialize in order to minimize its impact and if changes are required they will be run through the change control process.

Tools & Practices
A risk register will be maintained by the project manager and will be reviewed as a standing agenda item for project committee member meetings.

Risk Management Plan Approval
Changes to the risk management plan and corresponding documents will be coordinated with and approved by the project manager.

Communication management plan

Introduction
The overall objective of a Communications Management Plan is to promote the success of a project by facilitating the sharing of ideas and information among project stakeholders. The project manager will communicate regularly with the advisory committee and other stakeholders whose support is needed to carry out the project.

Communications Matrix

Vehicle	Target	Description	Frequency	Owner	Distribution	Internal/	Comments
Meeting	**Description Purpose**		**Frequency**	**Owner**	**Internal/ External**		**Comments/ Participants**
Report	committee members	communication of project progress and deliverable status	weeks	Stribling	verbal in class		month for external stakeholders during execution

Status Meeting	Communication of project progress and deliverable status	Every 2 weeks	Owen Stribling	Internal	Project Advisor

Project Meetings

Project Reporting

Meeting	Description Purpose	Frequency	Owner	Internal/ External	Comments/ Distribution List
Status Report	Communication of project progress and deliverable status	Every 3 weeks	Owen Stribling	Internal	PM Department

Change management plan

Introduction

The change management plan documents and tacks the necessary information required to effectively manage project change from project inception to delivery.

The change management plan is created during the planning phase of the project. Its intended audience is the project manager and advisory committee whose support is needed to carry out the plan.

Change management process

The change management process establishes an orderly and effective procedure for tracking the submission, coordination, review, evaluation, categorization, and approval for release of all changes to the project's baselines.

Change request process

Step	Description
Generate	Project manager, advisory board member or external stakeholder suggests a change request verbally or in writing to the project manager
Log	The project manager enters the change request into the change request log. The change request's status is updated throughout the change request process as needed.
Evaluate	The project manager reviews the change request and provides an estimated level of effort to process, and develop a proposed solution for the suggested change.
Authorize	Approval to move forward with incorporating the suggested change into the project/product.
Implement	If approved, make the necessary adjustments to carry out the requested change and communicate change request status to the advisory board and other stakeholders.

Change Request Log

Element	Description
Date	The date the change request was created.
Change request #	Assigned by the project manager.
Title	A brief description of the change request.
Description	Description of the desired change, the impact, or benefits of a change should also be described.
Submitter	Name of the person suggesting the change request.
E-Mail	Email of the submitter.
Priority	A code that provides a recommended categorization of the urgency of the requested change (High, Medium, Low).

Change request log

Title of Change Request	*Description of Change Request*	*Reason for change*	*Level of effort required to implement change*	*Does Benefit Outweigh Effort?*	*Priority*	*Accepted / Denied*	*Update PM plan*	*Update Schedule*
Permitting	Scope narrowed to permitting process	Project scope was too broad to successfully complete project	Revise PM Plan to reflect change. (2 hours of work, early in planning phase)	Yes	High	Accepted	Yes	No
State	Scope narrowed to state land	Project scope was too broad to successfully complete project	Revise PM Plan to reflect change. (4 hours of work, middle of planning phase)	Yes	High	Accepted	Yes	No
Federal	Scope narrowed to federal land	Project scope was too broad to successfully complete project	State land was chosen so federal land could not be	No	Low	Denied	No	No
Research	Change project to research based	Project scope under a product based project was too broad for PM to successfully complete project	Revision of PM Plan to reflect change. (20 hours of work late in planning phase)	Yes	High	Accepted	Yes	Yes
Research	Shift survey distribution activities 3 months	Project manager/sole resource started a new job and went on 2 week vacation	Reschedule survey tasks in MS Project file	Yes	High	Accepted	Yes	Yes
Survey	Revise survey questions	Questions were too lengthy and biased	Revise UAA Qualtrics online survey (3 hours of work in early execution phase)	Yes	High	Accepted	Yes	Yes
Defer Graduation	Defer Completion of PM686B	Using the survey information that was gathered did not yield enough of the necessary data to fully support the project's thesis.	Update all PM Plan documents (24 hours of work in new early execution phase)	Yes	High	Accepted	Yes	Yes

Research methodology	Change main project data from surveys to DNR public past/ongoing North Slope exploration project plans	In order to gather the necessary project data to support the project's thesis	Update all PM Plan documents and research public documents on DNR website and public records as well as journals/white papers through the UAA Consortium Library (96 hours of work in new early execution phase)	Yes	High	Accepted	Yes	Yes

Evaluating and Authorizing Change Requests

Change requests are evaluated using the following priority criteria:

Priority	Description
High	If implementing/not implementing the change will highly affect the critical path, assigns to a high priority change request.
Medium	If implementing/not implementing the change will moderately affect the critical path, assigns to a medium priority change request.
Low	If implementing/not implementing the change will not affect the critical path, assigns to a low priority change request.

Responsibilities

Role	Name	Contact	Description
Project Manager	Owen Stribling	406-581-0021	Review and approve

Quality management plan

Introduction
Identifying what quality standards the University of Alaska Anchorage Project Management Department and the University of Alaska Anchorage Internal Review Board Department have will be essential to the project's success. They are the main project collaborators and have the authority to stop the project if certain criteria aren't met. Their standards will be reviewed along with how to satisfy them.

Measure Project Quality
Check work regularly with advisory board members to make sure that a quality project management plan is being produced that can be easily read and understood. Take necessary training and submit pertinent project documents to the University of Alaska Internal Review Board two weeks prior to due date. This will ensure necessary changes can be made if they need to be to gain project research method approval.

Analyze Project Quality
Analyze PMI Global Congress formatting, APA formatting, Blackboard class documents, and in class lectures to document opportunities for improvement and apply what was learned from quality planning to eliminate gaps between current and desired levels of performance.

Quality Control
Project documents will be reviewed for accuracy, spelling and grammar prior to submission. Microsoft Word spell and grammar check will be utilized but verified for accuracy.

Project Quality Management Plan Approval
The project manager has editing authority on this project, but the advisory board can suggest edits verbally or in writing.

Cost management plan

Introduction
Only one task involves money and it is budgeted below the $50 threshold for needing documented approval from the project manager. Therefore unless an approved change request occurs to spend more money no cost management plan is necessary.

Human resources management plan

Introduction
At this point the project manager has full project responsibility and accountability. Therefore unless an approved change request occurs to add more resources to the project no human resources management plan is necessary.

Procurement management plan

Introduction
There are no tasks associated with procurement. Therefore unless an approved change request occurs to add more tasks where procurement is happening no procurement management plan is necessary.

Method for measuring project progress

Schedule performance index will be the key measurement indication to account for how the project is tracking against the baseline tasks and project duration. This measure will be the project manager's main focal point of whether the project is on track for completion as planned and it will be reported in each project status briefing.

Risk register

Risk Score	Color definition and action to be taken
(1-8)	Green (minimal project disruption) - Mitigate or accept
(8-16)	Yellow (medium project disruption) - Mitigate and monitor closely
(16-25)	Red (major project disruption) - Mitigate and monitor very closely

Risk Name	Risk ID #	Probability (1-5)	Impact (1-5)	Risk Score (1-25)	Mitigation Efforts	Probability After Mitigation (1-5)	Impact After Mitigation (1-5)	Risk Score After Mitigation (1-25)	Risk Owner	Due Date	Risk Response	Action By	Action When	Open / Closed
PM having a baby	1.1	5	5	25	Accept risk and work on project when the baby is sleeping.	5	4	20	PM	2/15/2014	Push non critical tasks out two weeks, update project schedule	PM	ASAP	Closed
PM Family visiting	1.2	5	3	15	Build their trip into the project schedule. Work a few more hours each day the week prior to and after their visit.	5	2	10	PM	5/1/2015	Push project schedule back one week if possible. Then crash any critical path tasks that have slipped.	PM	ASAP	Closed
Change in project scope at PPM2 (scope creep)	1.4	4	4	16		4	4	16	PM	ASAP	Rewrite scope statement and update PM plan	PM	ASAP	Closed
Scope creep	1.4	5	5	25	Continue to narrow down scope at each deliverable/phase	3	5	15	PM	5/1/2015	Change project abstract and update all project documents	PM	ASAP	Closed

Committee not approving project	1.5	3	5	15	Meet with committee members at bi-weekly to communicate project progress and risks	2	5	10	PM	4/1/2014	Rewrite portions of PM plan and gather more stakeholder requirements	PM	ASAP	Closed
Not getting IRB approval	1.6	2	5	10	Meet with IRB review board weekly until requirements are met	1	5	5	PM	Within 2 weeks of risk occurrence identification	Rework the survey questions and resubmit	PM	Within 2 weeks of risk occurrence identification	Closed
Not getting a project sponsor (original risk assessment)	1.7	5	5	15		3	5	15	PM	ASAP	Continue project work under external committee members guidance	PM	ASAP	Closed
Not getting a project sponsor	1.7	5	5	25	Discuss potential sponsors with committee members while pursuing public information for research	3	5	15	PM	3/1/2014	Change project abstract and update all project documents	PM	Immediately continue project work without sponsor	Closed
Not getting enough survey respondents	1.8	5	5	25		5	5	25	PM	Within 2 weeks of survey launch	Change from electronic survey method to telephone and in person survey method	PM	Within 2 weeks of survey launch	Closed
Not getting enough survey respondents (Updated	1.8	5	5	25	Change survey method techniques and narrow the survey sample size	5	5	25	PM	11/1/2014	Change from survey method of data collection to public North Slope plans of operation	PM	Within 2 weeks of survey launch	Closed

2/6/15)														
SME's being out of town when contacted	1.9	3	5	15	Allow adequate time for SME's to respond to the survey	2	5	10	PM	11/1/2014	Push project schedule back one week (Then crash tasks)	PM	Immediately	Closed
Project cost overruns	1.10	1	2	2	PM only to approve cost expenditures if absolutely necessary.	1	1	1	PM	5/1/2015	Spend more money if for an approved change request. Print final paper at home if quality is adequate	PM	Within 2 weeks of risk occurrence identification	Open
Proprietary information	1.11	3	5	15	Interview private sector SMEs and gather research data from public sector SMEs	3	5	15	PM	3/1/2015	Gather more research from the public sector	PM	Within 2 weeks of risk occurrence identification	Closed
PM traveling out of state for family	1.12	3	2	6	Plan trip(s) with enough lead time to shift work around in the schedule.	2	1	2	PM	5/1/2015	Push project schedule out 1 week, then crash any critical path tasks that have slipped.	PM	ASAP	Closed
PM adjusting to a new job	1.13	5	5	25	Talk to committee members so that they are aware of new situation. Ask for recommendations regarding project course work and project schedule	5	3	15	PM	1/15/2015	Push project execution tasks out 3 months. Start execution on 9/5/14 and crash critical path tasks	PM	ASAP	Closed
PM taking an extended vacation	1.14	5	2	10	Plan trip(s) with enough lead time to shift work around in the schedule.	5	2	10	PM	9/15/2014	Risk response from 1.13 covers this risk as well	PM	ASAP	Closed

during summer 2014														
Not having a defined research data analysis methodology	1.15	5	5	25	Plan that research conclusions might not to match original hypothesis.	5	3	15	PM	3/1/2015	Brainstorm analysis methodologies, then meet with advisory committee to plan a corrective course of action.	PM	ASAP	Closed
Moving to a different home in Anchorage	1.16	4	4	16	Plan move and course work around each other. Plan lead time to ensure on time submittal of quality deliverables.	4	2	8	PM	5/1/2015	Spend more money if for an approved change request	PM	ASAP	Closed
Reopening IRB review process	1.17	2	4	8		2	4	8	PM	Within 2 weeks of risk occurrence identification	Clarify all requirements and steps involved to regain IRB approval	PM	Within 2 weeks of risk occurrence identification	Closed
Reopening IRB review process (Updated 2/6/15)	1.17	5	5	25	Meet with IRB review board weekly until requirements are met	5	4	20	PM	2/1/2015	Clarify all requirements and steps involved to regain IRB approval	PM	ASAP	Closed
Not passing go/no go checkpoints	1.18	3	5	15	Meet with committee members week prior to PPM submission deadlines to ensure quality deliverables are being generated	2	5	10	PM	5/1/2015	Discuss options going forward with advisory committee	PM	ASAP	Closed
Computer crashing	1.19	1	3	3	Back up all documents to Google Drive weekly	1	3	3	PM	5/1/2015	Gather all data from back up sources including Blackboard to ensure minimal	PM	ASAP	Open

											project delays			
Getting less than a B in the course	1.20	2	5	10	Meet with committee members weekly to communicate project progress, deliverables, risks and grades	1	5	10	PM	5/1/2015	Risk response from 1.18 covers this risk as well	PM	ASAP	Open

High Risk Contingency Plans

Risk Name	Risk ID #	Probability (1-5)	Impact (1-5)	Risk Score (1-25)	Mitigation Efforts	Probability after mitigation (1-5)	Impact after mitigation (1-5)	Risk Score after mitigation (1-25)	Contingency Plan	Open / Closed
PM having a baby	1.1	5	5	25	Accept risk and work on project when the baby is sleeping.	5	4	20	Complete PPM1 critical tasks during two week window from her birth to PPM1 due date during Ellie's, my new daughter, naps.	Closed
Change in project scope at PPM2 (scope creep)	1.4	4	4	16		4	4	16	Rewrite scope statement and update PM plan. Update schedule and issue a change order through change order process.	Closed
Scope creep	1.4	5	5	25	Continue to narrow down scope at each deliverable/phase	3	5	15	Rewrite scope statement and update PM plan. Update schedule and issue a change order through change order process.	Closed
Not getting a project sponsor	1.7	5	5	25	Discuss potential sponsors with committee members while pursuing public information for research	3	5	15	Change project abstract and update all project documents	Closed
Not getting enough survey	1.8	5	5	25		5	5	25	Change from electronic survey method to telephone and in person survey method	Closed

respondents										
Not getting enough survey respondents (Updated 2/6/15)	1.8	5	5	25	Change survey method techniques and narrow the survey sample size	5	5	25	Change from survey method of data collection to Alaska Department of Natural Resources Division of Oil & Gas North Slope plans of operation which include interagency and public comments	Closed
PM adjusting to a new job	1.13	5	5	25	Talk to committee members so that they are aware of new situation. Ask for recommendations regarding project course work and project schedule	5	3	15	Delay all project tasks for 3 months (summer of 2014). In September crash all tasks and immediately contact stakeholders to capture their input and feedback for my project's research	Closed
Not having a defined research data analysis methodology	1.15	5	5	25	Plan that research conclusions might not to match original hypothesis.	5	3	15	Brainstorm analysis methodologies, then meet with advisory committee to plan a corrective course of action	Closed
Moving to a different home in Anchorage	1.16	4	4	16	Plan move and course work around each other. Plan lead time to ensure on time submittal of quality deliverables.	4	2	8	Work on PPM deliverables and research analysis during weeknights after my daughter goes to sleep so that weekends can be utilized for moving. Moving date 2/28/15.	Closed
Reopening IRB review process (Updated 2/6/15)	1.17	5	5	25	Meet with IRB review board weekly until requirements are met	5	4	20	Contact UAA IRB review board to find out exactly what is needed and step by step process for submittal of documents. Notify LuAnn Piccard of my changes so she can sign my IRB package prior to submittal	Closed

Items relevant to establish project baseline:

Having the project fit within the time constraints of the University of Alaska Anchorage Project Management Department capstone course was the largest factor in establishing the project schedule.
The project manager and only resource dedicated to the project so any time I'm unable to work on the project delays occur. The project manager planned for the risk that his first child would be born right at the beginning of the project. The baby's birth was added to the risk register and accounted for significant delays in tasks during the first weeks of the project. It was also identified that the project manager's parents were going to fly up from out of state to see his baby so the project would be delayed another week early in the project.
These two factors caused the project's planned baseline duration to be pushed back by one month and have also accounted for many scope changes.

Stakeholder register

FN: Stakeholder Register Template 090513	**Identification Information**			
	Organization	Position/Title	Location	Role
Internal Stakeholders (internal to performing organization)				
Owen Stribling	UAA	MSPM Student	Anchorage	Project manager
LuAnn Piccard	UAA	MSPM Department Head	Anchorage	Advisor/Project management subject matter expert
Roger Hull	UAA	MSPM Professor	Anchorage	Project management subject matter expert
Seong Kim	UAA	MSPM Professor	Anchorage	Committee Member/Statistical data analysis subject matter expert
Geologist	Natural Resource Development Company	subject matter expert	Anchorage	North Slope Oil and gas subject matter expert
Permitting Application Specialist	Natural Resource Development Company	North Slope Permitting	Anchorage/North Slope	Oil and gas permitting subject matter expert
External Stakeholders (external to performing organization)				

Permitting Official	State of Alaska Department of Natural Resources	Division of Oil and Gas	Anchorage	Oil and Gas permitting subject matter expert
Permitting Application Specialist	Natural Resource Development Company	Oil and gas Stakeholder relations subject matter expert	Anchorage	Oil and gas stakeholder relations subject matter expert
Oil and Gas Operations Planning Specialist	Natural Resource Development Company	Oil and gas project management subject matter expert	Anchorage	Oil and Gas project management subject matter expert
Community Relations Specialist	Natural Resource Development Company	Oil and gas stakeholder relations subject matter expert	Anchorage	Oil and gas stakeholder relations subject matter expert
Government and Community Relations Specialist	Non-Profit	Oil and gas stakeholder relations subject matter expert	Anchorage	Oil and gas stakeholder relations subject matter expert
Oil and Gas Development Specialist	Natural Resource Development Company	Oil and gas project management subject matter expert	Anchorage	Oil and gas project management subject matter expert
Land Development Specialist	Native Alaskan land specialist	Oil and gas land development subject matter expert	Barrow	Oil and gas land development subject matter expert
Village Outreach Coordinator	Native Alaskan village resource representative	Native Corporation	Anchorage	Communicating with all North Slope of Alaska Borough villages
Oil Spill Response Expert	Natural Resource Development Company	Oil and gas project management subject matter expert	Anchorage	Oil and Gas project management subject matter expert

Requirements traceability matrix

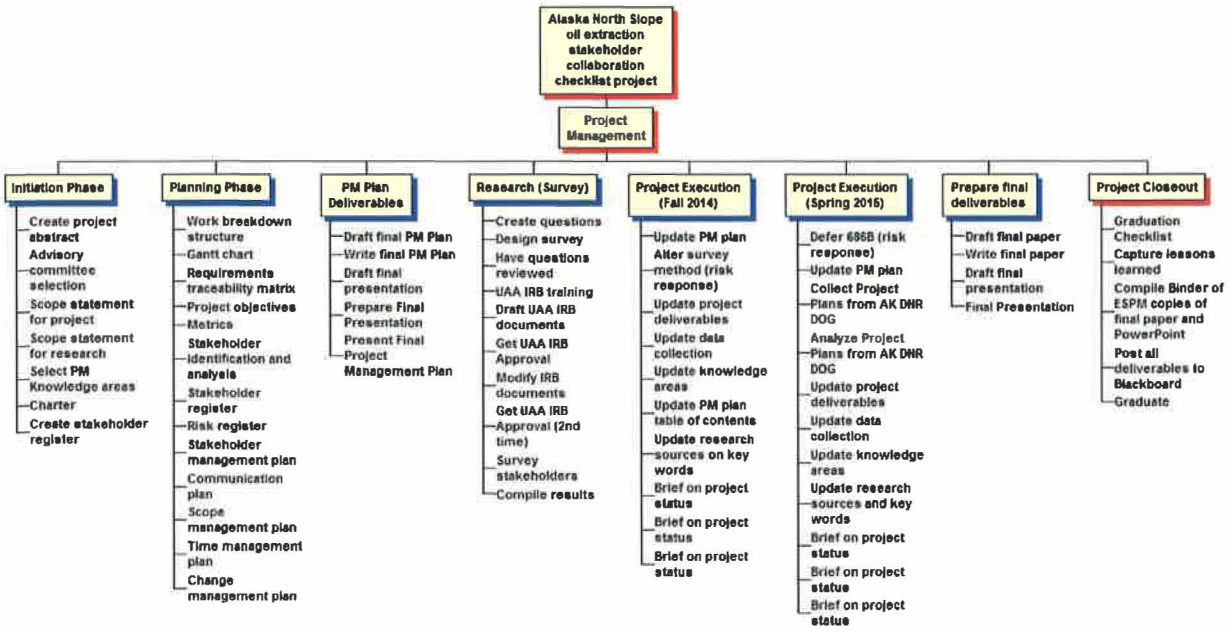
FN: Stakeholder Register Template 090513	Assessment Information (Their project requirements and expectations)				
	Major requirements	Measures of Success	Expectations	Primary Concerns	Other helpful info
Internal Stakeholders (internal to performing organization)					
Owen Stribling	Capture requirements and research through interviewing and surveying stakeholders.	Completing tasks within the green designation based on project management success criteria as stated in the project management plan.	Project deliverables are posted to Blackboard on time and pertinent project information is emailed one day before consultative phone calls take place.	That stakeholders will be unable or unwilling to work with me. That having a newborn will take too much of my time and focus away from my project to truly deliver a project I'm proud of.	I have some work schedule flexibility that should allow me to catch up on project initiation tasks I fell behind on.
LuAnn Piccard	Know project status bi-weekly and PM consultations.	Project deliverables are posted to Blackboard on time and pertinent project information is emailed one day before consultative phone calls take place.	PM will provide honest and complete project deliverables and status reports.	That having a newborn will take too much of my time and focus away from my project to truly deliver a project I'm proud of.	Project manager worked with LuAnn on designing a stakeholder collaboration course.
Roger Hull	Know project status bi-weekly.	Project deliverables are posted to Blackboard on time.	PM will provide honest and complete project deliverables and status reports.	That I have gotten behind and it will be hard to catch up and produce quality deliverables	Roger has experience with managing large scale projects that have many similarities to North Slope oil and gas projects.

Seong Kim	Know project status bi-weekly.	Project deliverables are posted to Blackboard on time and pertinent project information is emailed for review every two weeks.	PM will provide honest and complete project deliverables and status reports.	That I have gotten behind and it will be hard to catch up and produce quality deliverables.	Helped me design a survey in project initiation and definition course. I will be using survey techniques to get stakeholder requirements in order to build the external stakeholder checklist.
Geologist	Know project status bi-weekly and PM consultations.	Project status briefings and discussion regarding external stakeholders done weekly during PM Planning phase. Moving to bi-weekly starting May 1st.	PM will stay in contact weekly/bi-weekly regarding stakeholder contacts and project status.	That I had a very broad scope when I started my project that made it hard to define.	He has been involved with me to help hundreds of Boy Scouts complete their Eagle Scout projects. This is my chance to do a large project under his guidance.
Permitting Application Specialist	Know project status monthly, share survey and its results.	New developers don't create any conflict that interrupts future North Slope production	That research will potentially reduce stakeholder litigation that can damage all North Slope oil and gas producers	That this project will give competitors an advantage.	Wants to help but also knows the system very well due to the relationships she has built.
External Stakeholders (external to performing organization)					
Permitting Official	Know project status monthly, share survey and its results.	That this information could potentially mitigate some risks during permitting that new developers on the North Slope might encounter.	That research will potentially reduce stakeholder conflict during permitting leading to more development.	None that have been identified yet.	Would like this project to have been done on the National Petroleum Reserve of Alaska lands

Permitting Application Specialist	Know project status monthly, share survey and its results.	New developers don't create any conflict that interrupts future North Slope production.	That research will potentially reduce stakeholder litigation that can damage all North Slope oil and gas producers.	That this project will give competitors an advantage.	Works for a company that is fairly new to Alaska in stakeholder relations.
Oil and Gas Operations Planning Specialist	Know project status monthly, share survey and its results.	New developers don't create any conflict that interrupts future North Slope production.	That research will potentially reduce stakeholder litigation that can damage all North Slope oil and gas producers.	That this project will give competitors an advantage.	Interested in the permitting aspect of this project.
Community Relations Specialist	Know project status monthly, share survey and its results.	New developers don't create any conflict that interrupts future North Slope production.	That research will potentially reduce stakeholder litigation that can damage all North Slope oil and gas producers.	That this project will give competitors an advantage.	Works with federal stakeholders and in public affairs.
Government and Community Relations Specialist	Know project status monthly, share survey and its results.	That this information could potentially mitigate some risks during permitting that new developers on the North Slope might encounter.	That research will potentially reduce stakeholder conflict during permitting leading to more development.	None that have been identified yet.	Wants to see increased oil and gas production in Alaska.
Oil and Gas Development Specialist	Know project status monthly, share survey and its results.	New developers don't create any conflict that interrupts future North Slope production.	That research will potentially reduce stakeholder litigation that can damage all North Slope oil and gas producers.	That this project will give competitors an advantage.	Thinks preplanning meetings with permitting agents is key. Also integrating project team members with the permitting agents speeds up the process.

Land Development Specialist	Know project status monthly, share survey and its results.	That developers respect the people, land and wildlife on Alaska's North Slope.	That research will help build better stakeholder relationships during future projects.	That companies take the time to respect the people and the land of the North Slope Borough.	Wants to ensure that Native Alaskan subsistence lifestyle can be sustained for future generations.
Village Outreach Coordinator	Know project status monthly, share survey and its results.	That developers respect the people, land and wildlife on Alaska's North Slope.	That research will help build better stakeholder relationships during future projects.	That companies take the time to respect the people and the land of the North Slope Borough.	Wants to ensure that Native Alaskan subsistence lifestyle can be sustained for future generations.
Oil Spill Response Expert	Know project status monthly, share survey and its results.	New developers don't create any conflict that interrupts future North Slope production.	That research will potentially reduce stakeholder litigation that can damage all North Slope oil and gas producers.	That this project will give competitors an advantage.	Interested in the permitting aspect of this project.

Work breakdown structure



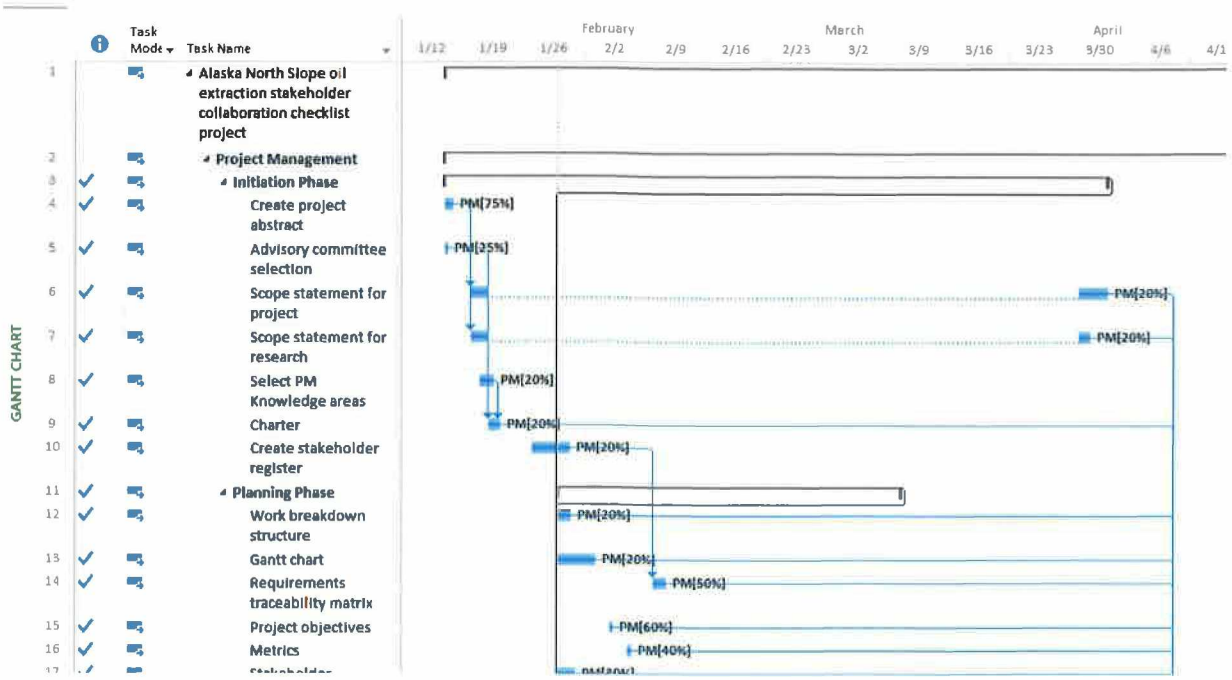
Gantt chart

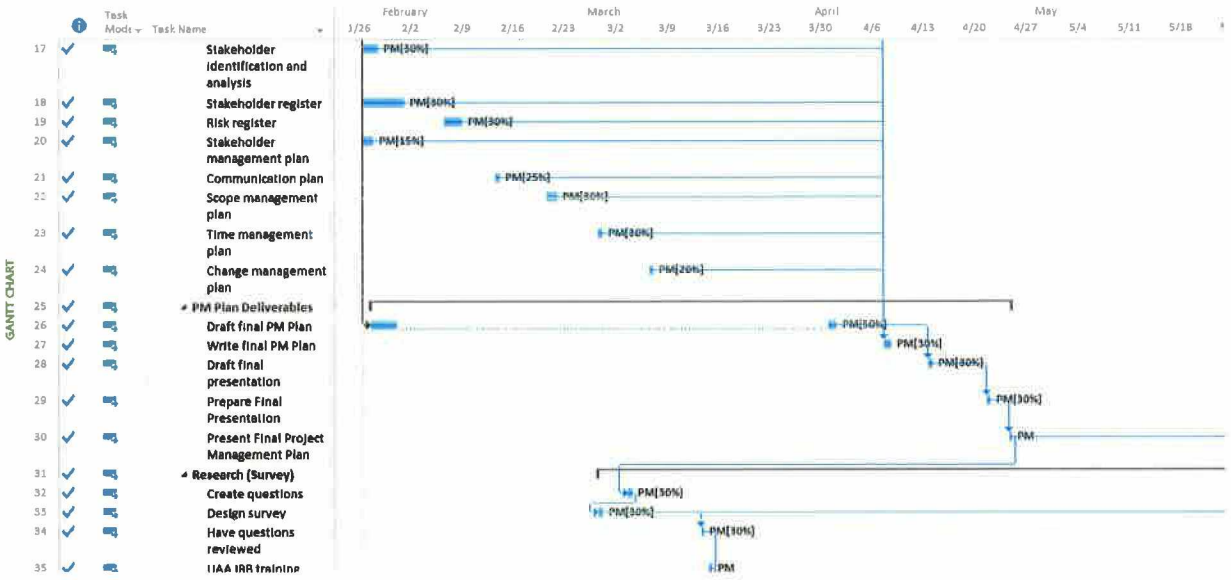
Task Mode	Task Name	Duration	Start	Finish
Auto Scheduled	Alaska North Slope oil extraction stakeholder collaboration checklist project	336 days?	Fri 1/17/14	Sat 5/2/15
Auto Scheduled	**Project Management**	**336 days?**	**Fri 1/17/14**	**Sat 5/2/15**
Auto Scheduled	**Initiation Phase**	**54.25 days**	**Fri 1/17/14**	**Thu 4/3/14**
Auto Scheduled	Create project abstract	8 hrs	Fri 1/17/14	Fri 1/17/14
Auto Scheduled	Advisory committee selection	2 hrs	Fri 1/17/14	Fri 1/17/14
Auto Scheduled	Scope statement for project	42 hrs	Mon 1/20/14	Thu 4/3/14
Auto Scheduled	Scope statement for research	26 hrs	Mon 1/20/14	Tue 4/1/14
Auto Scheduled	Select PM Knowledge areas	15 hrs	Tue 1/21/14	Wed 1/22/14
Auto Scheduled	Charter	9 hrs	Wed 1/22/14	Thu 1/23/14
Auto Scheduled	Create stakeholder register	35 hrs	Mon 1/27/14	Fri 1/31/14
Auto Scheduled	**Planning Phase**	**27.63 days**	**Thu 1/30/14**	**Mon 3/10/14**
Auto Scheduled	Work breakdown structure	12 hrs	Thu 1/30/14	Fri 1/31/14
Auto Scheduled	Gantt chart	17 hrs	Thu 1/30/14	Mon 2/3/14
Auto Scheduled	Requirements traceability matrix	13 hrs	Mon 2/10/14	Tue 2/11/14
Auto Scheduled	Project objectives	3 hrs	Wed 2/5/14	Wed 2/5/14
Auto Scheduled	Metrics	5 hrs	Fri 2/7/14	Fri 2/7/14
Auto Scheduled	Stakeholder identification and analysis	16 hrs	Thu 1/30/14	Fri 1/31/14
Auto Scheduled	Stakeholder register	31 hrs	Thu 1/30/14	Tue 2/4/14
Auto Scheduled	Risk register	20 hrs	Mon 2/10/14	Wed 2/12/14
Auto Scheduled	Stakeholder management plan	9 hrs	Thu 1/30/14	Fri 1/31/14

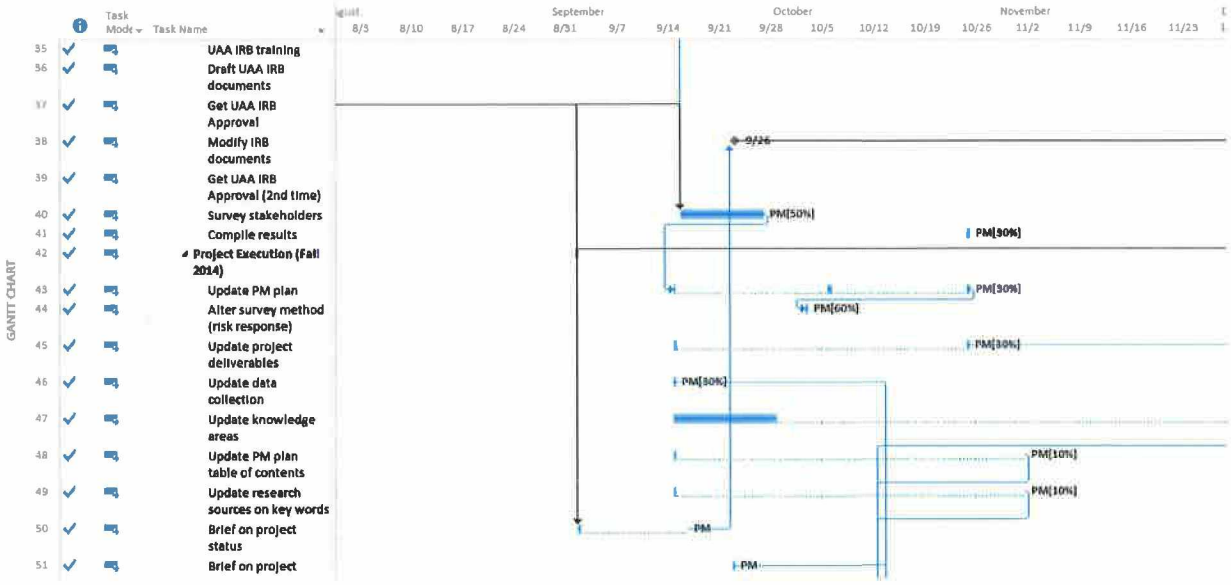
Auto Scheduled	Communication plan	6 hrs	Mon 2/17/14	Mon 2/17/14
Auto Scheduled	Scope management plan	12 hrs	Mon 2/24/14	Tue 2/25/14
Auto Scheduled	Time management plan	6 hrs	Mon 3/3/14	Mon 3/3/14
Auto Scheduled	Change management plan	5 hrs	Mon 3/10/14	Mon 3/10/14
Auto Scheduled	**PM Plan Deliverables**	**61.13 days**	**Fri 1/31/14**	**Mon 4/28/14**
Auto Scheduled	Draft final PM Plan	24 hrs	Fri 1/31/14	Fri 4/4/14
Auto Scheduled	Write final PM Plan	8 hrs	Fri 4/11/14	Fri 4/11/14
Auto Scheduled	Draft final presentation	6 hrs	Thu 4/17/14	Thu 4/17/14
Auto Scheduled	Prepare Final Presentation	5 hrs	Fri 4/25/14	Fri 4/25/14
Auto Scheduled	Present Final Project Management Plan	1 hr	Mon 4/28/14	Mon 4/28/14
Auto Scheduled	**Research (Survey)**	**242 days**	**Mon 3/3/14**	**Wed 2/4/15**
Auto Scheduled	Create questions	6 hrs	Fri 3/7/14	Fri 3/7/14
Auto Scheduled	Design survey	7 hrs	Mon 3/3/14	Mon 3/3/14
Auto Scheduled	Have questions reviewed	3 hrs	Mon 3/17/14	Mon 3/17/14
Auto Scheduled	UAA IRB training	4 hrs	Tue 3/18/14	Tue 3/18/14
Auto Scheduled	Draft UAA IRB documents	7 hrs	Wed 3/19/14	Wed 3/19/14
Auto Scheduled	Get UAA IRB Approval	0 hrs	Mon 3/31/14	Mon 3/31/14
Auto Scheduled	Modify IRB documents	0 hrs	Mon 9/22/14	Fri 9/26/14
Auto Scheduled	Get UAA IRB Approval (2nd time)	0 hrs	Wed 2/4/15	Wed 2/4/15
Auto Scheduled	Survey stakeholders	59 hrs	Fri 9/19/14	Tue 9/30/14
Auto Scheduled	Compile results	5 hrs	Tue 10/28/14	Tue 10/28/14
Auto Scheduled	**Project Execution (Fall 2014)**	**97.88 days**	**Fri 9/5/14**	**Tue 1/20/15**

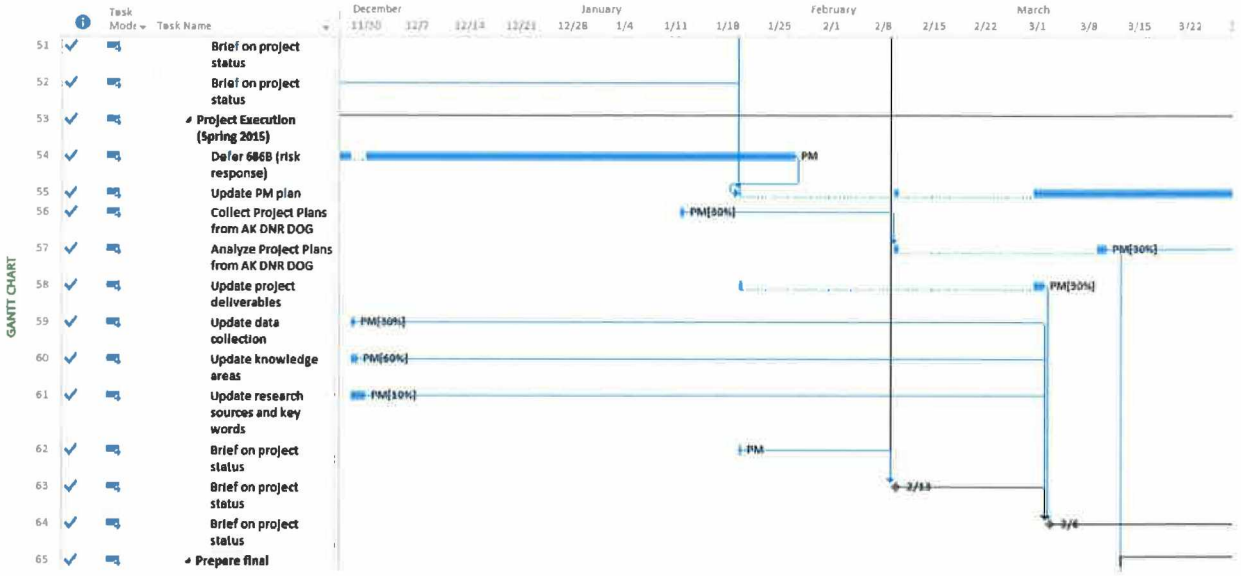
Auto Scheduled	Update PM plan	13 hrs	Thu 9/18/14	Tue 10/28/14
Auto Scheduled	Alter survey method (risk response)	2 hrs	Mon 10/6/14	Mon 10/6/14
Auto Scheduled	Update project deliverables	5 hrs	Thu 9/18/14	Tue 10/28/14
Auto Scheduled	Update data collection	3 hrs	Thu 9/18/14	Thu 9/18/14
Auto Scheduled	Update knowledge areas	87 hrs	Thu 9/18/14	Tue 1/20/15
Auto Scheduled	Update PM plan table of contents	2 hrs	Thu 9/18/14	Tue 11/4/14
Auto Scheduled	Update research sources on key words	3 hrs	Thu 9/18/14	Tue 11/4/14
Auto Scheduled	Brief on project status	1 hr	Fri 9/5/14	Fri 9/19/14
Auto Scheduled	Brief on project status	1 hr	Fri 9/26/14	Fri 9/26/14
Auto Scheduled	Brief on project status	1 hr	Fri 10/17/14	Fri 10/17/14
Auto Scheduled	**Project Execution (Spring 2015)**	**137 days**	**Fri 10/17/14**	**Mon 4/27/15**
Auto Scheduled	Defer 686B (risk response)	566 hrs	Fri 10/17/14	Fri 1/30/15
Auto Scheduled	Update PM plan	317.9 hrs	Fri 1/23/15	Mon 4/27/15
Auto Scheduled	Collect Project Plans from AK DNR DOG	6 hrs	Thu 1/15/15	Thu 1/15/15
Auto Scheduled	Analyze Project Plans from AK DNR DOG	15 hrs	Fri 2/13/15	Fri 3/13/15
Auto Scheduled	Update project deliverables	16 hrs	Fri 1/23/15	Thu 3/5/15
Auto Scheduled	Update data collection	4 hrs	Mon 12/1/14	Mon 12/1/14
Auto Scheduled	Update knowledge areas	6 hrs	Mon 12/1/14	Tue 12/2/14
Auto Scheduled	Update research sources and key words	12 hrs	Mon 12/1/14	Wed 12/3/14
Auto Scheduled	Brief on project status	1 hr	Fri 1/23/15	Fri 1/23/15
Auto Scheduled	Brief on project status	1 hr	Fri 2/13/15	Fri 2/13/15
Auto Scheduled	Brief on project status	1 hr	Fri 3/6/15	Fri 3/6/15

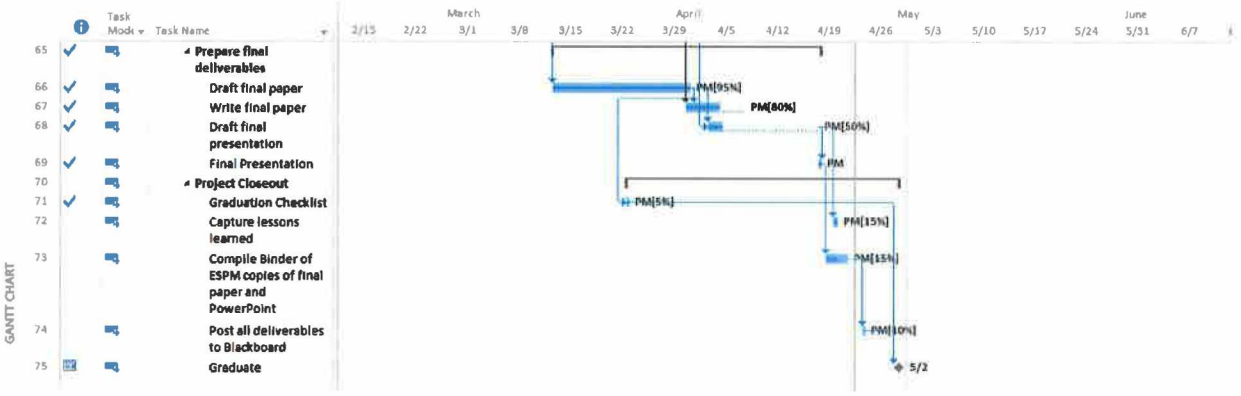
Auto Scheduled	**Prepare final deliverables**	**26.13 days**	**Mon 3/16/15**	**Tue 4/21/15**
Auto Scheduled	Draft final paper	118.62 hrs	Mon 3/16/15	Fri 4/3/15
Auto Scheduled	Write final paper	22 hrs	Fri 4/3/15	Fri 4/10/15
Auto Scheduled	Draft final presentation	16 hrs	Mon 4/6/15	Mon 4/20/15
Auto Scheduled	Final Presentation	1 hr	Tue 4/21/15	Tue 4/21/15
Auto Scheduled	**Project Closeout**	**27 days?**	**Thu 3/26/15**	**Sat 5/2/15**
Auto Scheduled	Graduation Checklist	2 hrs	Thu 3/26/15	Thu 3/26/15
Auto Scheduled	Capture lessons learned	6 hrs	Thu 4/23/15	Thu 4/23/15
Auto Scheduled	Compile Binder of ESPM copies of final paper and PowerPoint	24 hrs	Wed 4/22/15	Fri 4/24/15
Auto Scheduled	Post all deliverables to Blackboard	2 hrs?	Mon 4/27/15	Mon 4/27/15
Auto Scheduled	Graduate	0 hrs	Sat 5/2/15	Sat 5/2/15











Appendices

Research methods, instruments, etc.

Stakeholders will be surveyed to gather the data necessary to figure out what project management tools and techniques can best align stakeholders during the permitting process of an exploratory well on state owned land of Alaska's North Slope. An electronic survey will be produced using UAA's Qualtrics program. By doing an electronic survey it will allow me to reach out to more stakeholders and gather data quickly. The survey will be sent to key stakeholders that will then pass on the survey to individuals they work with. This method should increase the percentage of people that take the survey.

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Slocum, W. (2013, October) *LONS 13-004 Repsol Winter Exploration Program Application* Retrieved on February 10, 2015 from State of Alaska Department of Natural Resources, Division of Oil and Gas archives.

Winegarner, J. (2011, October) *BRPC 2011-2012 Mustang Exploration Program POO Application* Retrieved on February 10, 2015 from State of Alaska Department of Natural Resources, Division of Oil and Gas archives.

Status reports

PM686A - Date: 2/7/14

Synopsis of Project	**Progress Since Last Report**
What it's about and what it will deliver? My project is to produce a checklist for project managers to use during oil and gas projects during the initiation phase. This checklist will be a guide to identifying and collaborating with Alaska North Slope oil and gas stakeholders.	*Key tasks completed and key tasks started.* I have my committee in place. One committee member from outside the ESPM department still needs to be officially added using the appropriate form(s). I have completed the project charter and initial scope statement. I have started the project WBS in an MS Project file.
Current Status	**Forecast**
Where am I now? Am I on track to meet next PPM deliverables? I am at a yellow status for meeting PPM2 deliverables.	*Is project tracking to next PPM and beyond towards project completion? (Big picture view)* The project is tracking to be completed on time. During the next two weeks I will be crashing some tasks in order to move my current status to green.
Anticipated Changes/Key Risks/Corrective Actions	**Key Takeaways/Where Help Needed**
Imminent change, risks/responses, and corrective actions/timing required to keep project on track. The project scope management, time management and stakeholder collaboration will need to be monitored closely to avoid extending the project deadline. I became	*Wrap up with key items and where help needed from stakeholders.* I will need help from stakeholders to add more stakeholders to the stakeholder register. This will enable me to have a more fluid and accurate register which I

a father two weeks ago, this wonderful experience was a known risk with a 95% probability of happening, and it delayed some of my project's critical path tasks.	can use to collect stakeholder requirements which is the information needed for my project checklist. I need to speak with Muey to get the proper paperwork completed for my committee member from outside the ESPM department.

Date: 2/28/14

Synopsis of Project	**Progress Since Last Report**
What it's about and what it will deliver? My project is to produce a checklist for project managers to use during oil and gas new well projects on the North Slope of Alaska during the permitting phase. This checklist will be a guide to collaborating with stakeholders during points in the permitting process Alaska Department of Natural Resources has identified as the riskiest.	*Key tasks completed and key tasks started.* I have my committee in place. One committee member from outside the ESPM department has been officially added using the appropriate form(s). I have updated all of my project files including scope and knowledge area measures. I have updated the project schedule in my MS Project file. In working with my outside committee member we have identified that DNR would be a better project sponsor than Pioneer Natural Resources.
Current Status	**Forecast**
Where am I now? Am I on track to meet next PPM deliverables? I am currently on the border between yellow and red status for meeting PPM3 deliverables.	*Is project tracking to next PPM and beyond towards project completion? (Big picture view)* The project is in danger of not being completed on time due to scope creek and project realignment.
Anticipated Changes/Key Risks/Corrective Actions	**Key Takeaways/Where Help Needed**
Imminent change, risks/responses, and corrective actions/timing required to keep project on track. During the next two weeks I will be in contact with DNR to realign my project and tasks based on their input in order to move my current status to green. Hopefully I will get them to be my project sponsor.	*Wrap up with key items and where help needed from stakeholders.* I need to speak with DNR to realign my project scope and add in/delete stakeholders. Also I will need to do a thorough literature review based on takeaways from the DNR meeting.

Date: 4/8/14

Synopsis of Project	**Progress Since Last Report**
What it's about and what it will deliver? My project involves researching project management tools and techniques that can be used to align	*Key tasks completed and key tasks started.* The project has changed from product oriented to research oriented. There is not a project sponsor, but the

stakeholders during the permitting process of exploratory oil and gas well projects on the North Slope of Alaska. Many project delays occur during the permitting process that can potentially be avoided by aligning stakeholders. This project's findings will provide insight into how to mitigate these delays.	industry is interested in this project and its results. The scope of the project has been narrowed and defined. All of the project files including scope and knowledge area KPIs have been updated. The project schedule has been updated in the MS Project file.
Current Status	**Forecast**
Where am I now? Am I on track to meet next PPM deliverables? I am currently in red status for meeting PPM4 deliverables due to major changes to the project objectives, deliverables and scope.	*Is project tracking to next PPM and beyond towards project completion? (Big picture view)* The project is now feasible, but it is in danger of being completed on time due to major project realignments. Stakeholders have been lined up to take the survey and IRB approval has been given.
Anticipated Changes/Key Risks/Corrective Actions	**Key Takeaways/Where Help Needed**
Imminent change, risks/responses, and corrective actions/timing required to keep project on track. The project changed from product based to research based which was a major change and unidentified risk. The advisory committee and key stakeholders gave vital support to ensure that this project continued.	*Wrap up with key items and where help needed from stakeholders.* It would have been better to work with a potential project sponsor to figure out a feasible project prior to the start of the project.

PM686B - Date: 1/23/15

Synopsis of Project	**Progress Since Last Report**
What it's about and what it will deliver? My project involves researching project management tools and techniques that can be used to align stakeholders during the permitting process of exploratory oil and gas well projects on the North Slope of Alaska. Many project delays occur during the permitting process that can potentially be avoided by aligning stakeholders. This project's findings will provide insight into how to mitigate these delays.	*Key tasks completed and key tasks started.* IRB approval after modification of original documents still pending. DNR DOG has reference project documents that will be utilized for the bulk of this project's research.
Current Status	**Forecast**
Where am I now? Am I on track to meet next PPM deliverables? I am currently in green status. I will spend the next 3-4 weeks reviewing previous projects from public state archives. This information along with the survey I sent out last semester should give me enough data to compile my final paper.	*Is project tracking to next PPM and beyond towards project completion? (Big picture view)* The state DNR Oil & Gas Lease office is currently researching what data I'll be able to access for my project. This task is on the critical path.
Anticipated Changes/Key Risks/Corrective Actions	**Key Takeaways/Where Help Needed**
Imminent change, risks/responses, and corrective actions/timing required to keep project on track. I made amendments to my IRB documents when I changed my research questions last fall. I have spoken with Sharilyn Mumaw at the UAA IRB board and together we went over the	*Wrap up with key items and where help needed from stakeholders.* I can use help with how best to tie in my previous research into the new data I'll be collecting. If I don't get access to past projects I will reach out to

exact requirements she needs to have my project reapproved by the next reporting period. I deferred taking 686B to the Spring Semester in order to collect more meaningful data. Not being able to access confidential information is the largest risk my project is facing at this time.	permitting subject matter experts within oil and gas companies to find out if any public knowledge exists that can be shared in my paper. If both plans result in insufficient research data by 2/9/15 then I will log a change request to gather data from oil and gas company archives and keep any non-public data collected confidential. This will add many risks to the project management plan but might prove necessary.

Date: 2/13/15

Synopsis of Project	**Progress Since Last Report**
What it's about and what it will deliver? My project involves researching project management tools and techniques that can be used to align stakeholders during the permitting process of exploratory oil and gas well projects on the North Slope of Alaska. Many project delays occur during the permitting process that can potentially be avoided by aligning external stakeholders. This project's findings will provide insight into how to mitigate these delays.	*Key tasks completed and key tasks started.* **Completed tasks:** • I received ten exploration project plans from the Alaska Department of Natural Resources Division of Oil and Gas (DNR DO&G). These plans are from the past 5 years of exploration on state land of Alaska's North Slope, and they include public comments. • PPM1 submitted on 2/12/15. **Started tasks:** • I'm compiling the information relevant to my project from these DNR DO&G plans.
Current Status	**Forecast**
Where am I now? Am I on track to meet next PPM deliverables? I am currently on the border between yellow and green status. The submission of PPM1 was pushed past the submission deadline due to a re-work risk mitigation plan. I chose to implement the mitigation plan associated with the receipt of the DNR DO&G project plans, and accept the risk/penalty associated with late submission.	*Is project tracking to next PPM and beyond towards project completion? (Big picture view)* At this point my project is on track for PPM2 and beyond. I have gone through three of the ten project plans to date and the data aligns with my project scope, it will be used in my final paper. I have also filled out the paperwork to have my external committee member replaced by Roger Hull to mitigate availability risks associated with reviewing/grading/witnessing of my final paper and presentation.
Anticipated Changes/Key Risks/Corrective Actions	**Key Takeaways/Where Help Needed**
Imminent change, risks/responses, and corrective actions/timing required to keep project on track. I will be moving on 2/28 to a new home in Anchorage. PPM2 documents will need to be drafted by 2/20 to ensure on time submission on 2/27. This will allow both my project and move to stay on schedule.	*Wrap up with key items and where help needed from stakeholders.* I might need help with data analysis. I'll know more after reviewing the remaining seven project plans by 2/15. Should data analysis help be required I will send LuAnn Piccard relevant information by 2/18 for discussion during our bi-weekly meeting on 2/20.

Date: 3/6/15

Synopsis of Project	**Progress Since Last Report**
What it's about and what it will deliver?	*Key tasks completed and key tasks started.*

My project involves researching project management tools and techniques that can be used to align stakeholders during the permitting process of exploratory oil and gas well projects on the North Slope of Alaska. Project delays can occur during the permitting process that might be mitigated by aligning external stakeholders. This project's findings should provide insight into how project management tools have/haven't been used in the past, and recommendations for either using these tools or improving their use to align external stakeholders.	**Completed tasks:** • Receipt and analysis of ten exploration project plans from the Alaska Department of Natural Resources Division of Oil and Gas (DNR DO&G). o Receipt of NPRA (Alpine projects) from 1997-2005 on 2/24/15. • PPM2 submitted on 2/27/15. • Roger Hull approved as replacement committee member **Started tasks:** • Nearly finished analyzing the Alpine project data.
Current Status	**Forecast**
Where am I now? Am I on track to meet the next PPM deliverables? • I am currently on the border between yellow and green status. • I submitted PPM2 on time. (Green) • My project schedule needs improvement to deliver status updates that are accurate and meaningful. On 3/6/15 I contacted Roger to find out what time works for him to meet with me. (Yellow) • My family is in the middle of a local move and house hunt which was identified and added to the risk register with a mitigation plan. I haven't yet started drafting my revised final paper based on my new data. (Yellow)	*Is project tracking to next PPM and beyond towards project completion? (Big picture view)* • My project abstract was revised from a knowing statement regarding how permitting issues affect North Slope Oil & Gas projects to a general comment about what my project should deliver. • My paper is outlined, I have analyzed nearly all of my data and I have a small amount of information that can be used from my previously submitted 686B paper. Drafting my paper is 10% complete, leaving me 10% behind the 20% complete mark I should be at by this status update. • I'll need to set aside extra time to draft my paper and update my schedule from 3/6/15-3/19/15 to complete the PPM3 deliverables on time.
Anticipated Changes/Key Risks/Corrective Actions	**Key Takeaways/Where Help Needed**
Imminent change, risks/responses, and corrective actions/timing required to keep project on track. • My family is in the middle of a local move and house hunt. (See current status notes above). • During the week of 3/9/15 I'll be updating my project schedule based on Roger's recommendations.	*Wrap up with key items and where help is needed from stakeholders.* • Roger Hull will be helping me to correct my MS Project schedule so that it is accurate. This will ensure that proper metrics are reported. • I also anticipate needing help proofing my final paper.

Date: 4/3/15

Synopsis of Project	**Progress Since Last Report**
What it's about and what it will deliver? My project involves researching project management tools and techniques that can be used to align stakeholders during the permitting process of exploratory oil and gas well projects on the North Slope of Alaska. Project delays can occur during the permitting process that might be mitigated by aligning external stakeholders. This project's findings should provide insight into how project management tools have/haven't	*Key tasks completed and key tasks started.* **Completed tasks:** • PPM3 submitted on 3/20/15. • Draft project report submitted. • Committee approval received to continue project work. **Started tasks:** • Updating project schedule.

been used in the past, and recommendations for either using these tools or improving their use to align external stakeholders.	• Updating PM planning documents based on revised abstract.
Current Status	**Forecast**
Where am I now? Am I on track to meet the next PPM deliverables? • I am currently in green/yellow status. • I submitted PPM3 on time. (Green) • My project schedule has improved and durations are now based on hours instead of days. Next iteration will include effort performance index for reporting. (Green/Yellow) • The local move risk is now closed and was mitigated with the contingency plan which was applied. The house hunt risk remains open, but has a lower probability of near term occurrence due to my family's lack of desire to move again so soon. (Green) • I haven't yet started drafting my draft PowerPoint presentation. (Yellow)	*Is project tracking to next PPM and beyond towards project completion? (Big picture view)* • My project abstract was further revised to reflect the conclusions determined by the research. • I have made some updates to my PM plan and schedule but still have work remaining. • I'll need to set aside extra time to finalize my paper, draft my presentation and finish updating my schedule from 4/3/15-4/10/15 to complete the PPM4 deliverables on time and at a high quality level.
Anticipated Changes/Key Risks/Corrective Actions	**Key Takeaways/Where Help Needed**
Imminent change, risks/responses, and corrective actions/timing required to keep project on track. • My family just completed a local move and we're still in the process of house hunting. (See current status notes above). • An unexpected health risk has arisen for me, but after seeing a specialist no immediate action is required. Risk has been pushed out until after graduation day, 5/2/15.	*Wrap up with key items and where help is needed from stakeholders.* • Finding out the areas I need to focus on for my final paper revisions from my committee members. • I plan to utilize classmates and my family to proof my final paper and draft presentation slide deck.

IRB approval documentation

590252-2] Alaskan North Slope oil and gas stakeholder requirements survey to assist in stakeholder alignment during development projects

You have Full access to this project. (Edit)	
Research Institution	University of Alaska Anchorage, Anchorage, AK
Title	Alaskan North Slope oil and gas stakeholder requirements survey to assist in stakeholder alignment during development projects
Principal Investigator	Stribling, Owen, BS
Sponsor	None yet

The documents for this project can be accessed from the **Designer**.

Project Status as of: 04/10/2014

Reviewing Board	Initial Approval Date	Project Status	Expiration Date
University of Alaska Anchorage IRB, Anchorage, AK	03/31/2014		

Package 590252-2 is: **Locked**

Package 2 of 2 Jump

Submitted To	Submission Date	Submission Type	Board Action	Effective Date	
University of Alaska Anchorage IRB, Anchorage, AK	03/31/2014	Revision	Approved	03/31/2014	| Review Details |

Tab #2: Final project management plan presentation

Project Abstract

- When oil and gas developers seek to explore resources on Alaska's North Slope they can quickly exceed their planned project budget before they extract any resources.
- Delays related to the permitting process can make or break small companies and can cost large companies millions of dollars.
- The purpose of this project is to research if and how project management tools and techniques can reduce the risk of external stakeholders delaying, or appealing, exploratory well permits on state owned land of Alaska's North Slope.

Typical Alaska North Slope Permitting Framework

Small Projects (2 -4 weeks)	• New modules/skids • Vertical support members • Cable trenching • In-field ice road
Medium Projects (3 -9 months)	• Gravel pad expansion • Small, new pads • Pipelines (non-common carrier) • Exploration well
Large Projects (6 –30+ months)	• Multiple new pads • New developments • Modification or new emissions (air permit)

Wuestenfeld, "Overview of Permitting Framework Alaska North Slope Oil and Gas Activities" January 6, 2011.

Project Scope

- Interviewing a handful of stakeholders to establish requirements.
- Creating a project management plan.
- Creating, administering and analyzing a survey to capture; how stakeholder alignment has or has not occurred during past projects and what caused the alignment or lack thereof.
- Presenting the project management plan and research findings.
- Writing a final project research paper.

Stakeholder and project requirements

- Federal vs. State owned land
- Onshore vs. Offshore
- New company vs. existing producer
- Environmental and wildlife requirements
- Native Alaskan requirements (Elders/Tribes/Villages/Native Corporations/North Slope Borough)
  - Obstacles
    - Language
    - Culture
    - Extreme long term vs. short term viewpoints

Survey Questions

- What is your greatest concern regarding the permitting process?
- Why does your response from question one concern you?
- What do you think should be done to align stakeholders during the permitting process?
- What information do you feel would be most helpful to have to avoid delays?
- Do you have any other insights or concerns?

Change Request Log

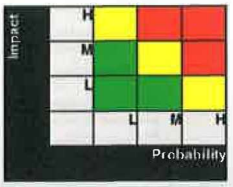
Date	CR #	Title	Description	Priority	Accepted/Denied	Update PM plan
2/21/2014	1	Permitting	Scope narrowed to permitting process	High	Accepted	Yes
3/19/2014	2	State	Scope narrowed to state land	High	Accepted	Yes
3/19/2014	3	Federal	Scope narrowed to federal land	High	Denied	No
3/29/2014	4	Research	Changed project to research based	High	Accepted	Yes

Risk Register Metrics

Impact

- High Risk that has the potential to greatly impact project schedule or product deliverable.
- Medium Risk that has the potential to slightly impact project schedule or product deliverable.
- Low Risk that has relatively little impact on schedule or product deliverable.

- **Probability**
  - High Greater than 70% probability of occurrence.
  - Medium Between 30% and 70% probability of occurrence.
  - Low Below 30% probability of occurrence.



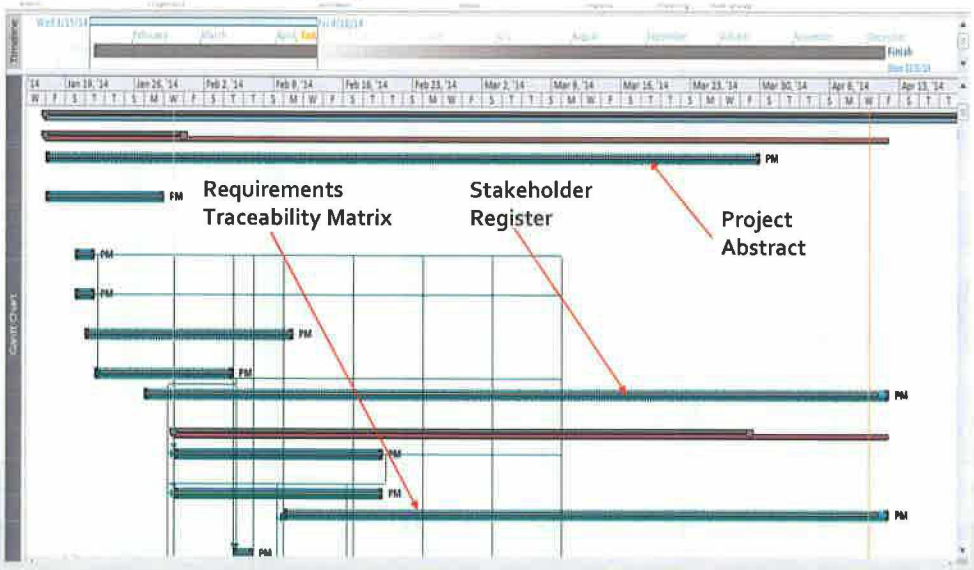
Risk Register

Risk Name	Risk Number	Probability (1-5)	Impact (1-5)	Risk Score	Risk Response
PM Having a baby	1.1	5	5	25	Push project schedule back two weeks. Then crash any critical path tasks that have slipped.
PM Family visiting	1.2	5	3	15	Push project schedule back one week. Then crash any critical path tasks that have slipped.
Not being able to gather requirements	1.3	3	5	15	Find new permitting stakeholders
Scope Creep (original risk assessment)	1.4	4	4	16	Rewrite scope statement and update PM plan
Scope Creep (updated risk assessment)	1.4	5	5	25	Change project abstract and update all project documents
Committee not approving project	1.5	3	5	15	Rewrite portions of PM plan and gather more stakeholder requirements
Not getting a project sponsor (original risk assessment)	1.7	3	5	15	Continue project work under external committee members guidance
Not getting a project sponsor (updated risk assessment)	1.7	5	5	25	Change project abstract and update all project documents
Not getting enough survey respondents	1.8	5	5	25	Change from electronic survey method to telephone and in person survey method

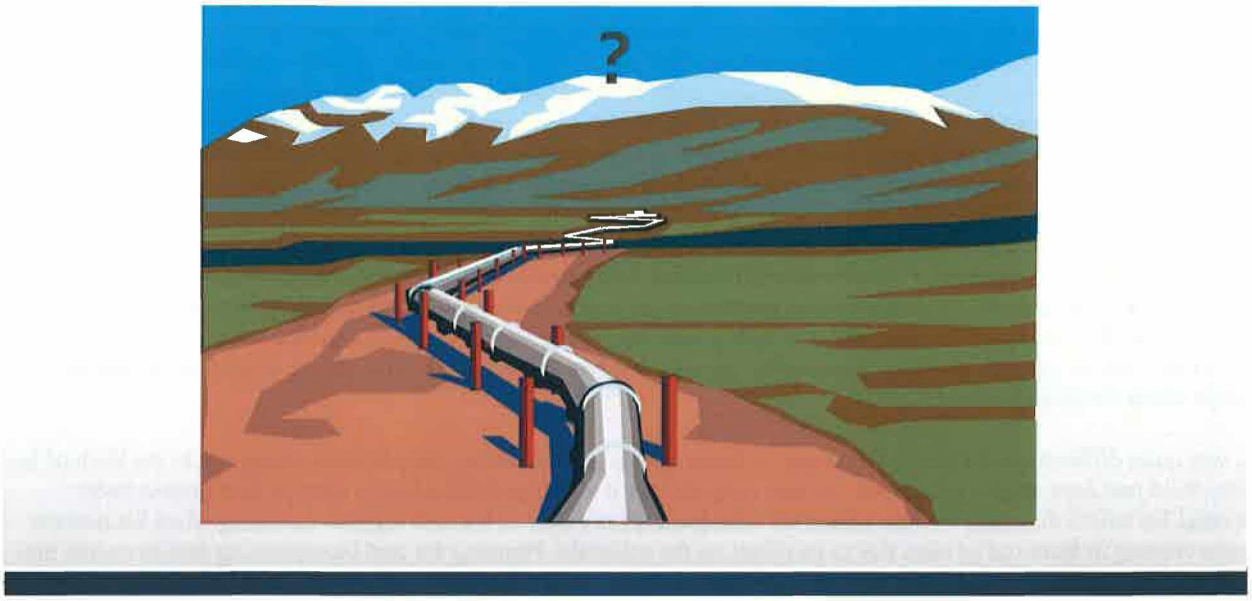
Gantt Chart – Delayed Tasks

Task Mode	Task Name	Duration	Actual Work
Manually Scheduled	**Project abstract**	**52 days**	**26 hrs.**
Manually Scheduled	**Stakeholder register**	**55 days**	**55 hrs.**
Manually Scheduled	**Requirements traceability matrix**	**45 days**	**45 hrs.**
Manually Scheduled	Stakeholder identification and analysis	40 days	40 hrs.
Manually Scheduled	Stakeholder register	40 days	40hrs
Manually Scheduled	Stakeholder management plan	42 days	42 hrs.

Gantt Chart – Delayed Tasks



Questions



Tab #3: Project lessons learned

The project manager thought about his current project management area of expertise which is stakeholder collaboration and tried to come up with a relevant stakeholder project. During the University of Alaska Anchorage Project Management Stakeholder Collaboration course last semester issues involving external stakeholder conflicts in natural resource development projects were highlighted. It seemed very hard to get the various stakeholders to align throughout the project lifecycle. As those projects progressed it became much more difficult to align those stakeholders. This dilemma is very interesting because even though it happens regularly there isn't an easy way to solve it. This led to a desire to try to figure out a project that would attempt to align stakeholders during natural resource development projects but with a small enough scope that one resource could handle all of the tasks in the project. Doing a project of this nature meant that the project would be a worthwhile project that could potentially help the oil and gas industry but that it would also have many difficulties associated with it.

The project manager chose to select a stakeholder collaboration project in the oil and gas industry due to his desire to be employed by that industry. Choosing a project that the project manager was truly passionate about has made the process surprisingly enjoyable. It has been a bit daunting at times but once the time is taken to evaluate the project and talk to others about its potential benefit it is easy to get reenergized.

Choosing a project in an industry you don't work directly in presents a number of unique challenges such as trying to get a project sponsor and not having direct access to information that is critical to the project. Having a project sponsor lined up prior to the beginning of class probably would have led to fewer scope changes because the project abstract would have been better defined making the project's scope much narrower. It was fairly easy to approach stakeholders in the industry to make initial contact regarding a project but getting a sponsor turned out to be quite difficult. Having a sponsor would have helped this project immensely because scope refinement was constant as this project progressed on without a sponsor. It seemed that since the project didn't have a clear sponsor it would have been better to start off as a research project or switched to one much sooner. If there is a project sponsor a product based project can more easily be completed because requirements can be captured fairly easily.

The project manager should have taken advantage of more in class resources and stakeholders. Towards the very end of the planning phase the project manager was approached by two fellow students that were very supportive of the project he was trying to accomplish. These two students provided the spark that reinvigorated the project

manager to continue working on the project but to open up more to different approaches. It was then that the project switched from product based to research based.

This project also ran into major issues related to scope creep due to the project manager's choice of a product based deliverable that might not solve the problem the project was designed around. After some initial interviews with stakeholders the project manager started putting together a picture of what product deliverable the oil and gas industry needed to solve the stakeholder alignment issue. Instead he should have listened and asked more subject matter experts what causes stakeholders to not be aligned during permitting of an exploratory well. This would have given him invaluable feedback and allowed for follow up questions which would've helped him write his questions for the survey with more input from these stakeholders. It is important to keep your mind open even when you think you have the answer.
Choosing a project in the oil and gas industry presented some stakeholder challenges. The first was that the industry is very complex and the number of external stakeholders is extremely vast. The second was that quite a lot of information in the industry is proprietary or seen as proprietary so some stakeholders didn't immediately yield information. The third was that this project chose permitting as the issue to align stakeholders around which is a very complicated process involving many different stakeholders and agencies. This choice amplified the amount of scope creep the project saw.

It was quite difficult for the project manager to focus on this project during the planning phase due to the birth of his first child just days after class started. He was prepared for it and scheduled a buffer into his first project tasks around his wife's due date. He also added his scheduled family time to his risk register including when his parents were coming in from out of state due to its effect on the schedule. Planning for and incorporating family events into the project plan and schedule are critical to keeping any project on schedule. This monumental life change continues to be a wonderful experience but the time and attention that is required to produce a quality project diminished greatly during the weeks immediately following his daughter's birth.

It was very nice that the project manager took the first semester of the capstone course in the spring semester so that the project could be executed throughout the summer. This should make for a calmer pace to the project schedule which means that tasks can't be delayed or ignored but the time can be taken to do them right, or even redo a task if it doesn't turn out as planned.

Tab #4: Four key project management knowledge areas

1. **Stakeholder Management/Collaboration:** The reason this project is being done is to see if and how project management tools and techniques can better align stakeholders during the permitting process. Stakeholder management and collaboration are a part of most of the work packages in this project. Creating a stakeholder register and requirements traceability matrix will be essential to monitor and control stakeholder engagement during the project. It will contain their contact information, requirements and current level of power and interest in the project. Stakeholders that are identified early on in the project will have a chance to give their input on the questions and design of the North Slope exploratory well stakeholder alignment during permitting survey. The stakeholder register will be used to match each stakeholder with the way they will be asked to take the survey. A link to the electronic survey will be sent via email, if email is the stakeholders preferred communication vehicle. If their preferred method is by telephone I will call them and see if they want me to send them a link to the survey electronically but I will talk them through it so no frustration occurs. If they prefer to take the survey in person I will print off the survey and administer it in person if possible. For stakeholders outside of Anchorage I will attempt to email or fax the survey and then call them to talk them through it if they prefer to take the survey in person. This will not be ideal but it is the best that can be done given the project scope.

   Stakeholder Collaboration Measurement
   As this project progresses the project manager will identify project delays and rework related to stakeholder requirements and communications that make changes to the original plan in status briefings to the advisory committee. The stakeholder collaboration will be measured in green, yellow and red status based on the amount of project delays and or rework to the original plan.
   - Green – Less than a three day project delay or less than two change requests submitted in one month

- Yellow – Three to five day project delay or between two to three change requests submitted in one month
- Red – Greater than a five day project delay or more than three change requests submitted in one month

2. **Scope Management:** The scope of this project will be managed by giving the project advisory board members status briefings every three weeks and the project advisor and industry expert on the committee status briefings every one to two weeks depending on progress or lack thereof. During these briefings the project will be discussed at length and change management will be planned to mitigate scope creep throughout the life of the project. Due to the size and complexity of the permitting process of oil and gas projects on the North Slope of Alaska it is vital to continue to narrow the project scope until it is able to be completed within the time constraint with only one dedicated resource. In order to measure this knowledge area change management will need to be looked at as well. If the scope of the project is narrow and focused then changes to the project will be few, if the scope is not well defined and too broad then changes to the project will be many as the scope is narrowed.

   Scope Measurement
   As this project progresses the project manager will identify any changes in scope to the original plan in status briefings to the advisory committee. The scope will be measured in green, yellow and red status based on the amount of scope creep or changes to the original plan each month.
   - Green – One or fewer scope changes to original plan monthly
   - Yellow – More than one but less than three scope changes to the original plan monthly
   - Red – More than three scope changes to the original plan monthly

3. **Time Management:** The project schedule will be monitored and controlled throughout the duration of the project. For each deliverable a duration has been established to complete it. If the deliverable is completed on time that task will be assigned a green color. If the deliverable is completed within one work week of the scheduled date it will be assigned a yellow color. When a task falls into the yellow category it will be monitored more closely and crashed if necessary. Crashing a task means that the project manager will give it full attention until it is back into green status. If the deliverable falls behind schedule by more than one week it will be assigned a red color. When a task falls into the red category a change must be implemented using the change management plan. If the task is on the critical path it must be crashed. If the task is not on the critical path it will be rescheduled to a time that it can be done in parallel with another non critical task if possible.

   Time Management Measurement
   Time management will be measured in green, yellow and red status based on how far behind the original project duration the project is.
   - Green – One week or less extended duration
   - Yellow – More than one week but less than three weeks extended duration
   - Red – Three weeks or more extended duration

4. **Change Management:** This project relies on establishing an effective change management system to capture suggested changes, review the changes for necessity, and to implement the changes once they are approved. Without this system in place measuring other knowledge areas would be impossible since the measurement systems set up in those subsidiary plans involve tracking the number of change requests that occur during the project.

   Measuring Change Management: The number of change requests that occur from 2/12/15 through the end of the project will be the main measure of how successful my change management procedure is. The following definitions will be used for measurement:

   - Green – 0 change requests
   - Yellow – 1-2 change requests
   - Red – 3 or more change requests

PROJECT CHARTER

Project Title: Using Project Management to Align External Stakeholders during Exploratory Well Permitting in State Leases on the North Slope

Project Sponsor: Not obtained

Date Prepared: 2/20/14

Date of Last Revision: 4/26/15

Project Manager: Owen Stribling

Project Customers: UAA MSPM Department

Project Purpose or Justification:

The purpose of this project is to research what project management tools and techniques will best align external stakeholders during permitting of exploratory oil or gas wells that are developed on state land of Alaska's North Slope. Researching this subject will help to ensure that critical permitting and other external stakeholders are aware and potentially engaged in the project. Not taking the time to build long term relationships with important stakeholders, and collaborate with them, throughout the project can amplify this problem and create many more. This project was designed to research if, and if so how, alignment of external stakeholders is planned for.

Project Description:

The project will be divided into two distinct phases, initiation/planning and execution/closeout. During initiation/planning a project management plan, subsidiary plans and a Microsoft Project file will be created between January 17, 2014 and April 28, 2014. The project management plan must be approved by the University of Alaska Anchorage Project Management Department and advisory committee for project work to continue. The execution/closeout phase is scheduled to take place from April 28, 2014 to April 28, 2015. During execution a Qualtrics survey will be used to gather the stakeholder requirement data needed to put together a final paper and presentation outlining recommendations for which project management tools and techniques will best mitigate permitting delays.

High-level Project and Product Requirements:

This project has a very minimal budget so cost constraints aren't necessary, but the duration is tightly constrained with a start date of January 17, 2014 and an end date of April 28, 2015. The final recommendations that are made will be incorporated into a final paper making recommendations on which project management tools best align stakeholders during permitting prior to exploration of a new oil or gas well.

Summary Budget:

There is project budget of $100 funded by Project Manager. $50 for printing and $50 for other materials to be used as needed.

Initial Risks:

The project manager and principal investigator's wife was nine months pregnant at the onset of this project. During the initiation and planning phase of the project he will be removed from the project for a few weeks to support his expanding family.

Many stakeholders were interested in this project and it's outcomes but no sponsor had been identified at the time of project kickoff.

Stakeholders might not have the time available or desire to respond to the interview, survey or questionnaire.

PROJECT CHARTER

Summary Milestones:

- Stakeholder register by February 28, 2014
- Survey layout completed by March 28, 2014
- Internal Review Board approval by April 4, 2014
- Complete project management plan by April 11, 2014
- Advisory board checkpoint for project feasibility April 16, 2014
- Project management plan presentation April 28, 2014
- Compile and analyze survey results by February 27, 2015
- Research paper draft by M
- Make recommendations based on results and document project lessons learned by November 1, 2014
- Submit final project paper and all deliverables by Nov. 15, 2014
- Give final project presentation by December 9, 2014

Project Objectives	Success Criteria	Person Approving
Scope:		
Minimize scope creep	Project scope statement narrows to one or two paragraphs that contains all of the work and only the work.	Owen Stribling, Paul Daggett, LuAnn Piccard, Seong Kim
Time:		
Minimize project delays	All deliverables are completed within one week of their scheduled completion date	Owen Stribling, Paul Daggett, LuAnn Piccard, Seong Kim
Cost:		
Minimize cost	Keep total cost to under $100 spent on the project	Owen Stribling, Paul Daggett, LuAnn Piccard, Seong Kim

Acceptance Criteria:

All deliverables are refined and updated throughout the project as stakeholders, scope, time, and communication are established, monitored and controlled. Deliverables will be shared with advisory committee prior to consultation on the project. Deliverables will be turned in on time if possible and at a graduate student level.

Project Manager Authority Level

Budget Management and Variance:

Project manager has full authority of his own funds that are allocated towards the project. If project sponsor contributes financially to the project those funds will be used at the discretion of the project sponsor.

Technical Decisions:

Technical decisions will be made by Project Manager unless the decision in question is beyond their capability to answer. In those instances the decision will become the responsibility of the advisory committee. Ultimately if a project sponsor is obtained they will have the final authority on technical decisions that the project manager can't make.

PROJECT CHARTER

Conflict Resolution:

If a conflict arises that the project manager can't answer it will become the responsibility of the advisory committee. Ultimately the project's academic advisor LuAnn Piccard will have the final authority on resolving conflicts that the project manager can't.

Escalation Path for Authority Limitations:

Any changes that can't be resolved using the change management plan will be escalated to the advisory committee. Ultimately the project's academic advisor LuAnn Piccard will have the final authority on decisions that the Project Manager can't make.

Approvals:

Project Manager Signature	Sponsor or Originator Signature
Project Manager Name	Sponsor or Originator Name
Date	Date
Project Advisor Signature	Project Committee Member Signature
Project Advisor Name	Project Committee Member Name
Date	Date

Engineering, Science & Project Management
UNIVERSITY of ALASKA ANCHORAGE

April 27, 2015

LuAnn Piccard, MS, PMP
University of Alaska, Anchorage
Project Management Department, UC 155
3901 Old Seward Highway
Anchorage, AK 99503

Dear Ms. Piccard,

I am writing this letter to document that I completed my capstone project but was unable to secure project sponsorship. During project initiation I was highly interested in doing a stakeholder collaboration project within the oil and gas industry. I didn't have any direct ties to the industry but knew a long time employee of an oil and gas company in Anchorage. Their participation and eventual placement on my committee came from our mutual association with a non-profit organization that I worked for at the time. However, their specialty was not in the area of permitting that my project became focused on. As I reached out to and was introduced to more and more Alaska North Slope oil and gas permitting experts I made numerous attempts to secure project sponsorship but was unsuccessful.

Upon completion of PM686A I was offered and accepted a project coordinator position as a contractor to a major oil and gas developer. However, not wanting to start over on my project, being a new employee, and having to seek multiple levels of approval at my company all prevented me from seeking this new avenue of sponsorship.

Thank you for believing in me and my project enough to allow me to complete my project without gaining a formal sponsor.

Sincerely,

Owen Stribling

MSPM Graduate Student, UAA
Project Coordinator, MWH Global